



# Section IV: Appendices



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# Long Range Plan

The third revision of the Long Range Plan for the United States Bankruptcy Court, Central District of California, was approved by the Board of Judges on September 28, 2001. The Court issued its first plan in April 1994, and completed a substantial revision in March 1998.

The Plan addresses the Court's strategy for meeting the challenges it will face in the years ahead. It reflects recent changes in the Court's environment, such as new technology and dwindling resources, while continuing to promote advancements in efficiency, customer service, staff development, and ethical conduct.

The September 2001 Plan is divided into four categories: (1) immediate, high-priority objectives; (2) long-term priorities; (3) maintenance goals (i.e., items that have been completed, but continue to be monitored so there is no decline); and (4) a historical list of accomplishments relating to the objectives identified in previous versions of the Court's Plan.

The Long Range Plan is organized into six key planning areas:

- Leadership (LD) - page 74
- Ethics and Standards of Conduct (ES) - page 75
- Case Management (CM) - page 77
- Community Relations (CR) - page 83
- Human Resources (HR) - page 86
- Space and Facilities (SF) - page 96

The Court's accomplishments in fulfilling the Long Range Plan are detailed on pages 74-96.

**Issue: Leadership (LD)****Goal Number: LD1**

**Description:** Develop leadership skills throughout the Court.

**Accomplishments:** Significant efforts have been made to enhance leadership skills throughout the Court. Leadership Training Completed: Federal Court Leadership Program, Adaptive Manager, Peer Coaching, Teamwork Essentials, Applied Supervision, Deputy Clerk Leadership Training, Performance Management, Zenger-Miller program, Front Line Leadership, CLEAR (Continuing Leadership Education and Realistic) Training, Leadership 2000, Essence of Leadership, Supervising in the Courts, Staff Mentor Program, Peer Coaching, Working Together, and other training. Tuition Reimbursement Program 1997-2003. Clerk's Office Retreat Leadership Topics: Analysis of Performance Management Systems; Administering Performance Appraisals, Planning Our Performance Management System; Coping with Change; Hire the Right Person-Effective Interviewing; Exceptional Leaders in Exceptional Organizations (Dr. Arthur Lange); Competency-Based Performance Management; staffing adjustment planning; and other topics. Other Examples of Leadership Development: Appointing project leaders (i.e., eFile Quality Assurance, CIAOI, Digital Recording, CM/ECF), Acting Operations Managers, and Acting Supervisors.

**Classification:** Maintenance

**Goal Number: LD2**

**Description:** Increase effectiveness of the Court's communication and working relationships with other federal courts, agencies, and Congress.

**Accomplishments:** Online case files, Judicial Workload Equalization Program (JWEP), Visiting Judge Program, U.S. Trustee Liaison Committee, Fraud Task Force, IRS participation in Court's Electronic Bankruptcy Noticing (EBN) program, FAS4T training, participation in various U.S. Agency for International Development programs (Romania, Serbia, China, Mexico, Russia), Methods Analysis Program (MAP), and other projects/programs where Clerk's Office staff participate with and provide support to other agencies and bankruptcy courts. Free webPACER access provided to certain law enforcement agencies. Worked with U.S. Trustee's Office to create program to randomly assign trustees to chapter 7 cases. Representation on the District Court's Bankruptcy Committee and other District Court Committees, biweekly meetings with the other court unit executives, membership on Circuit and Conference Committees, designated liaisons for the House and Senate, and joint meetings of the District and Bankruptcy Court executive committees. Clerk's appointment to PICO Committee.

Annual Reports provided to our District's Senators and Representatives. Judge Lisa Hill Fenning's written communications to the U.S. House of Representatives regarding the Private Trustee Reform Act of 1997.

Meetings of Judge Geraldine Mund with Senators Dianne Feinstein and Barbara Boxer. Various presentations to Ninth Circuit Committees. Visits to other courts regarding CM/ECF implementation. Clerk participated as panelist on FJTN program broadcast. Participate in inter-agency Building Security Committees.

**Classification:** Maintenance

**Goal Number:** LD3

**Description:** Improve communication and relations with state courts and legislative branches.

**Accomplishments:** Free webPACER access provided to certain law enforcement agencies. Bankruptcy Fraud Task Force with state courts. Article 9 training. Judge Robin Riblet represents bankruptcy courts on California State-Federal Judicial Council workgroup.

**Classification:** Maintenance

**Goal Number:** LD4

**Description:** Initiate and formalize cooperative efforts with professional organizations and groups.

**Accomplishments:** *Pro bono* programs coordinated with all divisions and local bar associations. Los Angeles County Bar - Executive Officer/Senior Staff attend meetings and provide reports; Bankruptcy Forums. Bankruptcy Fraud Task Force. Bench/Bar Committee regarding guidelines for complex chapter 11 cases. Judges' participation in local bar associations and other outside professional organizations. Provide free webPACER access to law professors for research. Hearings held for students at law school for instructional purposes. Implementation of *Court News* (web-based newsletter).

**Classification:** Maintenance

### Issue: Ethics and Standards of Conduct

**Goal Number:** ES1

**Description:** Provide an impartial Court environment to all users.

**Accomplishments:** Utilizing equipment to enable speech-impaired individuals to participate in hearings; handicapped access to facilities. Interpreter policy formulated. Ninth Circuit gender bias program. Judges' training at March 2000 BOJ meeting with Dr. Gordon Zimmerman entitled "Communication Strategies in Bankruptcy Court." *Pro bono* programs provide support to *pro se* debtors.

**Classification:** Maintenance

**Goal Number: ES2**

**Description:** Foster a workplace free of bias.

**Accomplishments:** EEO/EDR Plan became effective in January 1999, with all staff provided with copies of the plan for their Personnel Handbooks and trained in its provisions. Grievance Procedure/EDR Plan training presented to management staff. Annual EEO report, diversity training, sexual harassment training. Amended EEO/EDR Plan in November 2002. Incorporated amended plan into Personnel Handbook 11/27/02.

**Classification:** Maintenance

**Goal Number: ES3**

**Description:** Foster a courtroom environment free of bias.

**Accomplishments:** Interpreter policy, Judges' training - Dr. Gordon Zimmerman. *Pro bono* Programs in all divisions.

**Classification:** Obsolete

**Goal Number: ES4**

**Description:** Foster civility within the Court environment.

**Accomplishments:** Clerk's Office staff attended FJC training designed to improve communication skills with co-workers and others. Judges' training at March 2000 BOJ meeting with Dr. Gordon Zimmerman entitled "Communication Strategies in Bankruptcy Court." Interpersonal skills training conducted in October 2003 for Clerk's Office staff. Law school presentations by judges and Clerk's Office staff.

**Classification:** High Priority

**Goal Number: ES4 sub-goal**

**Description:** Create civility guidelines for Court that addresses interactions between judges and public, staff and public, judges and staff, and judges and judges. Furthermore, create a Court civility training program for attorneys, judges, and staff.

**Accomplishments:**

**Classification:** High Priority



**Issue: Case Management (CM)****Goal Number: CM1A**

**Description:** Institute ongoing communication among judges, judicial staff, and Clerk's Office regarding expectations, progress, and case processing performance.

**Accomplishments:** There is much communication occurring regarding expectations, progress, and performance through monthly, quarterly, and annual reports. Also, there is friendly "competition" between the divisions with the Closing Trophy and the Time-to-Image/Docket Excellence (TIDE) Award, with monthly feedback provided to staff on performance. Examples of communication include closing standards/monthly reporting, TIDE standards/monthly reporting, Bankruptcy Program Indicators, newsletter articles re: performance, quality measures posted on the Court's web site, intranet access to "Staff News," TIDE/Closing goals/status; *Full Court Press*; QC/ICS quality reporting; Adversary OC/ICS program, feedback to staff at various meetings (i.e., Employee of the Month Ceremonies, divisional Employee of the Month/Quarter, Annual Awards Ceremonies, "Clerk's Currency," and Special Recognition Ceremonies). Provide each judge with monthly reports regarding the case aging statistics for his/her cases. Periodic judge/team meetings. Divisional judge meetings with Operations staff.

**Classification:** Maintenance

**Goal Number: CM1B**

**Description:** Develop and implement district-wide quality control program to monitor and evaluate case management functions.

**Accomplishments:** QC/ICS - Case Initiation review (100%), transcript review, docketing review by Team Leaders, appeal review, re-open policy, dismissal policy, report on cases closed prior to expiration of ten-day appeal period. Implemented Adversary QC/ICS program.

**Classification:** Maintenance

**Goal Number: CM1C**

**Description:** Develop and implement a fully automated and integrated bankruptcy fiscal system.

**Accomplishments:** FAS4T (Financial Accounting System for Tomorrow), ICS (Intake Cashiering System), LAFS (Los Angeles Financial System).

**Classification:** Completed

**Goal Number:** CM2A**Description:** Expand and enhance automated docketing.**Accomplishments:** *eFile*, CIAOI, Auto Closing of Discharged Cases, Auto Closing of Dismissed Case, Cmatrix Automated Docketing and Noticing of 341(a) Meetings, automated docketing of notices and certificates of mailing, ICS to NIBS interface, docket-driven events, automated candidate list of dismissals, Closing-to-Image program.**Classification:** Completed**Goal Number:** CM2B**Description:** Determine the feasibility of, and develop an approach for, creating a "paperless" Court through the use of an electronic case filing system.**Accomplishments:** *eFile*. Online case files, (expanded to include all documents in chapter 7 no-asset cases), posting of most current version of documents (e.g., Docket Code Dictionary, Telephone Directory, forms, various publications) on Court's web site. Implementation of Internet BNC, CIAOI**Classification:** Completed**Goal Number:** CM2C**Description:** Develop and implement "file anywhere, anytime" policy.**Accomplishments:** Drop box, use of Citrix server to allow connection to Los Angeles ICS from Santa Ana during DNC. (Concept superseded by *eFile*.)**Classification:** Obsolete**Goal Number:** CM2D**Description:** Develop and implement "Windows-based" case management system.**Accomplishments:** Development of various components for NIBS in Visual FoxPro (e.g., auto closing of discharged and dismissed cases, auto docketing and noticing of 341(a) meeting, Pending Chapter 11 report). Court to eventually move to CM/ECF. CIAOI**Classification:** Long-Term



**Goal Number: CM2E**

**Description:** Convert to one uniform case management system for the entire district.

**Accomplishments:** eFile. All divisions using same integrated versions of NIBS/ICS/CIAO!/VRMS.

**Classification:** Completed

**Goal Number: CM2F**

**Description:** Review and evaluate performance of all case processing functions: opening, docketing, noticing, filing, calendaring, handling correspondence, conforming copies, recording proceedings, retrieval of and routing files to judges, and closing.

**Accomplishments:** Bankruptcy Program Indicators (national), Case Aging Reports, QC/ICS, Adversary QC/ICS, Time-to-Image/Docket Excellence (TIDE) monthly statistics/tracking, Methods Analysis Program (MAP), transcript review, docketing review, etc. Judicial Practices Task Force.

**Classification:** Maintenance

**Goal Number: CM2G**

**Description:** Eliminate or reduce redundancies and delay points in the processing of cases.

**Accomplishments:** eFile, Auto closing of Discharged Cases, Auto Closing of Dismissed Cases, Cmatrix, Automated Docketing and Noticing of 341(a) Meetings, automated docketing of notices and certificates of mailing, ICS to NIBS interface, Closing-to-Image, docket-driven events, JOGS (Phase II), CIAO!.

**Classification:** Maintenance

**Goal Number: CM3A**

**Description:** Implement court-wide, uniform self-calendaring system.

**Accomplishments:** Self-Calendaring systems implemented by all judges. Judges have taken steps to standardize self-calendaring.

**Classification:** Long-Term

**Goal Number: CM3B**

**Description:** Develop uniform system for early publication of tentative rulings.

**Accomplishments:** Court Calendaring Program (CCP) tentative ruling feature available for participating judges. Implementation of CIAO! maintains tentative rulings.

**Classification:** Completed

**Goal Number: CM4A**

**Description:** Implement video conferencing pilot project in at least four divisional offices within the district.

**Accomplishments:** All divisions equipped with video hearing technology.

**Classification:** Completed

**Goal Number: CM4B**

**Description:** Implement an electronic files system within the Court to make documents available online to all interested parties.

**Accomplishments:** Online case files available in all divisions. All chapter 7 no-asset documents online.

**Classification:** Completed

**Goal Number: CM4C**

**Description:** Review and determine the feasibility and desirability of accepting filings by fax.

**Accomplishments:** Superseded by *eFile*.

**Classification:** Obsolete

**Goal Number: CM4D**

**Description:** Develop and implement an automated system to provide case information.

**Accomplishments:** webPACER, Voice Case Information System (VCIS), online case files, Court's web site (for high profile cases).

**Classification:** Maintenance

**Goal Number: CD4E**

**Description:** Develop and implement an automated system to provide calendar information and self-calendaring capability.

**Accomplishments:** Court calendar automated through Court Calendar Program (CCP) in all divisions, with data available through webPACER and lobby kiosks. CCP replaced by CIAO!. Self-calendaring for all judges also available via call management systems and the Court's web site.

**Classification:** Completed

**Goal Number: CM4F**

**Description:** Develop an online universal forms catalog.

**Accomplishments:** Court's web site provides staff and the public with all petition packages, Local Bankruptcy Rules Forms, and other forms (many in fillable format).

**Classification:** Completed

**Goal Number: CM4G**

**Description:** Develop a cross-referenced topical index system for Court committee and Board of Judges discussions and actions to track issues, decisions, and implementation.

**Accomplishments:**

**Classification:** Long-Term

**Goal Number: CM5A**

**Description:** Revise, simplify, and renumber the *Local Bankruptcy Rules*. Coordinate with the District, Circuit, and Local Advisory Committee on Bankruptcy Rules projects regarding local rule organizational structure.

**Accomplishments:** Revision of *Local Bankruptcy Rules* completed, including the modification of the numbering system to conform to the national rules.

**Classification:** Completed

**Goal Number: CM6A**

**Description:** Create guidelines for complex chapter 11 case management.

**Accomplishments:** Procedures for handling all chapter 11 cases developed and approved by the Board of Judges (General Order 02-02).

**Classification:** Completed

**Goal Number: CM6B**

**Description:** Eliminate wasteful and inefficient judicial variances without inappropriately interfering with a judge's judicial responsibilities.

**Accomplishments:** Judicial Practices Task Force sought input from bar regarding judicial practices and studied impact of judicial practices on Clerk's Office. Judicial Variance Subcommittees. Voluntary judicial performance surveys.

**Classification:** High Priority

**Goal Number: CM6C**

**Description:** In the next 12 to 24 months, the Court will implement the automation priorities in the following order: (1) A.O. - directed Lotus Notes e-mail conversion; (2) electronic filing; (3) upgrade the DCN to the new A.O. standards (frame-relay and gigabit speed); (4) new desktop operating system; and (5) develop and implement a new calendaring program.

**Accomplishments:** (1) Developed plan and training program for Court's migration to Lotus Notes 5 from cc:Mail. Since then, the Court has migrated to Lotus Notes 6. (2) Phase I of the eFile system developed for the electronic filing of Relief From Stay motions, Phase II of pilot program (adversary filings) implemented in 12/02, Phases I and II opened to all registered attorneys in early 2003. Phase III (chapter 7 filings) opened to all registered attorneys in December 2003. (3) Gigabyte upgrade completed; frame relay conversion completed. (4) Pilot testing of Windows 2000 and Windows XP completed, with selection for Windows XP as operating system. (5) CIAO! implemented district-wide in 2003.

**Classification:** Completed

**Issue: Community Relations (CR)****Goal Number: CR1A**

**Description:** Establish relationship with minority and culturally diverse bar organizations.

**Accomplishments:** Judges created Diversity Outreach Task Force in 2003.

**Classification:** Long-Term

**Goal Number: CR1B**

**Description:** Make frequently-used informational documents available in multiple languages.

**Accomplishments:** Separate pamphlets of general bankruptcy information for chapters 7, 11, and 13 available in Spanish on the Court's web site and at divisions. Selected information about reaffirmation agreements and the Debtor Assistance Project in Spanish.

**Classification:** Maintenance

**Goal Number: CR1C**

**Description:** Determine information needs of community via surveys, focus groups, and interviews.

**Accomplishments:** Customer Service Survey available on the Court's web site and at each division. Judicial Variance Survey.

**Classification:** Long-Term

**Goal Number: CR1C (sub-goal)**

**Description:** Use the focus group process in the areas of chapter 7 and 13 cases to achieve CR1C.

**Accomplishments:** Sub-goal. Bar/bench lunches, brown bag lunches open to the community. Other forums held.

**Classification:** Maintenance



**Goal Number: CR1D**

**Description:** Make translation services available, as feasible.

**Accomplishments:** Translation services currently available within AO guidelines and a list of qualified interpreters (language and sign) are available through the J-Net. Bilingual staff provide support as needed in Clerk's Office. CA(C) Bankruptcy Court Interpreter policy (April 2001).

**Classification:** Completed

**Goal Number: CR2A**

**Description:** Initiate periodic, outside input on Court operations.

**Accomplishments:** Methods Analysis Program (MAP), Customer Service Survey available on the Court's web site and at each division. Judicial Performance Survey. Input from *eFile* pilot attorneys, U.S. Trustee, and panel trustees.

**Classification:** Maintenance

**Goal Number: CR3A**

**Description:** Conduct evaluation of public education needs concerning bankruptcy-related issues and recommended solutions.

**Accomplishments:** Education materials available to the public on the Court's web site. Customer Service Survey available on the Court's web site and at each division. U.S. Trustee educational program for high school students on the use of credit.

**Classification:** Maintenance

**Goal Number: CR3B**

**Description:** Establish regular communication with and provide appropriate bankruptcy-related educational materials and programs to community groups and educational institutions.

**Accomplishments:** Judges and Clerk's Office staff speak at many functions. Petition packages. *Pro bono* programs in all divisions. Mediation Program materials available on Court's web site. Required Education for Debtors (RED) pilot program for chapter 13 debtors. Clerk member of Ninth Circuit PICO Committee. Judges lecture at law schools.

**Classification:** Completed



**Goal Number:** CR3C

**Description:** Explore opportunities and make available Court representatives to participate in the education of the public concerning issues related to bankruptcy.

**Accomplishments:** Judges and Clerk's Office staff speak at many functions. *Pro bono* programs in all divisions. Public Information areas provide the public with a video presentation on the bankruptcy process, printed information and forms, as well as *pro bono* referrals. Required Education for Debtors (RED) pilot program for chapter 13 debtors. Judges lecture at law schools.

**Classification:** Maintenance

**Goal Number:** CR3D

**Description:** Initiate and maintain a regular liaison with local members of Congress.

**Accomplishments:** Creation of Legislation Liaison Committee.

**Classification:** Maintenance

**Goal Number:** CR4A

**Description:** Create and staff an ombudsperson position in each division to assist the public with legal or procedural questions that the Clerk and his staff are prohibited from answering.

**Accomplishments:** *Pro bono* programs in all divisions.

**Classification:** Obsolete

**Goal Number:** CR4B

**Description:** Establish a *pro bono* program at each divisional office location.

**Accomplishments:** *Pro bono* programs established in all divisions.

**Classification:** Completed

**Issue: Human Resources (HR)****Goal Number: HR1A**

**Description:** Establish accurate, specific, uniform, and comprehensive job descriptions and recruitment bulletins.

**Accomplishments:** Job descriptions/titles standardized district-wide. Recruitment expanded to the Court's web site. Recruitment bulletins redesigned to correctly identify required knowledge, skills, and abilities for each position. Development of court competencies.

**Classification:** Completed

**Goal Number: HR1B**

**Description:** Develop training programs to instill problem-solving orientation.

**Accomplishments:** Team-based training. Ongoing training, including Federal Judicial Television Network training broadcasts, Zenger-Miller programs, etc. Encompassed by HR1E and HR1F. Exchange of best practices among supervisors of different divisions.

**Classification:** Completed

**Goal Number: HR1C**

**Description:** Develop and implement an online training system covering all automated system applications used by the Court.

**Accomplishments:** Online manuals: NIBS Docket Code Dictionary, Citrix Users Manual, Attorney Admissions Database Instructions, Lotus Notes. *eFile* procedures for registration, and filing Relief from Stay motions, petitions, and complaints. Mediation instructions online.

**Classification:** Maintenance

**Goal Number: HR1D**

**Description:** Create a training program for all staff using the Code of Conduct.

**Accomplishments:** Clerk's Office provided a Code of Conduct section for its *Personnel Policies and Information Handbook* in 1996. All Clerk's Office staff were provided with an overview upon its introduction.

**Classification:** Maintenance

**Goal Number: HR1E**

**Description:** Develop in-house training programs to prepare staff for broader technical, analytical, and managerial responsibilities, including compliance with government contracting laws.

**Accomplishments:** Classes provided to staff: Adaptive Manager, Working, FAS<sub>4</sub>T, Train the Trainer, Presentation and Development Techniques, Leadership 2000, Hire the Right Person, Applied Supervision, writing and grammar classes, Quattro Pro, WordPerfect, PowerPoint, etc.

**Classification:** Maintenance

**Goal Number: HR1F**

**Description:** Continue the development of training programs to further develop employee job skills.

**Accomplishments:** Classes provided to staff: writing and grammar classes, software training (QuattroPro, WordPerfect, PowerPoint, etc.), customer service, video production, CA(C) operations software (ICS, NIBS, CCP, VRMS, CIAOI, *eFile*, etc.) and others. Library (list posted on Court's web site) made available to staff consisting of books, audio and video tapes, and DVDs on subjects ranging from communication and management skills to bankruptcy.

**Classification:** Maintenance

**Goal Number: HR1G**

**Description:** Increase training and development of leadership skills at all levels.

**Accomplishments:** Classes provided to staff: Applied Supervision, Performance Management, Presentation Skills, grammar and writing classes. Cross-training, certification program, staff details, etc. Encourage participation in FJC's Federal Court Leadership Program.

**Classification:** Maintenance

**Goal Number: HR1H**

**Description:** Increase training to develop written communication skills at all levels.

**Accomplishments:** Writing and grammar classes provided by outside vendor. Detail staff to assess and develop skills (e.g., drafting *Fiscal Manual*).

**Classification:** Maintenance

**Goal Number:** HR1I

**Description:** Train staff to recognize and effectively deal with cultural diversity.

**Accomplishments:** EDR training provided for management staff.

**Classification:** Maintenance

**Goal Number:** HR1J

**Description:** Train staff on providing helpful and courteous service.

**Accomplishments:** Clerk's Office developed and introduced customer service training program "The Public: How to Deal with Them," and A.O.-sponsored "Deputy Clerks Making a Difference" program, and "Dealing with Difficult People."

**Classification:** Maintenance

**Goal Number:** HR1K

**Description:** Provide increased staff education about importance and role of bankruptcy system in general economy and legal system and tying that education to importance of job performance for real-life concerns of users.

**Accomplishments:** "Lunch and Learn" programs, "Deputy Clerks Making a Difference," "Introduction to Bankruptcy," and extern and law clerk training.

**Classification:** Maintenance

**Goal Number:** HR2A

**Description:** Improve the performance evaluation process. (Replaced by new goal #HR6B.)

**Accomplishments:** Performance Evaluation (PE) form simplified, management staff received training in improving staff performance through enhanced written evaluations, "Administering Performance Appraisals" training provided, and implementation of Abra (personnel automation) enables management to track performance evaluation due dates to ensure timeliness. Clerk's Office also performs statistical analysis of summary PE ratings for all staff at each division. Automated PE form for Operations positions.

**Classification:** Completed

**Goal Number: HR2B**

**Description:** Establish performance standards. (Replaced by New Goal #HR6B.)

**Accomplishments:** Within Grade Increase certifications have been combined with the annual Performance Evaluations process, eliminating redundancies and discrepancies in assessing job performance. Synchronized with step increases; track mean/median by division. Performance Management Retreat held for team leaders, supervisors, and managers included classes in analysis of performance management, administering performance appraisals, and planning the Court's performance management system. A Performance Standards Committee was formed that has reviewed performance standards from other courts and other related material and has also drafted performance standards for a number of positions. Implemented competency-based human resources management system for Operations positions.

**Classification:** Completed

**Goal Number: HR2D**

**Description:** Establish consistent performance expectations and measurements for all positions. (Replaced by New Goal #HR6B.)

**Accomplishments:** District-wide Operations job descriptions were revised and specific skill sets were delineated for each classification. Training outlines identifying expected performance at each level have been created. Certification program developed and implemented. Performance Management Retreat held for management that included classes in analysis of performance management, administering performance appraisals, and planning the Court's performance management system. A Performance Standards Committee was formed that has reviewed performance standards from other courts and other related material and has drafted performance standards for many positions. Worked with OPM to establish court competencies for each Clerk's Office position in Court. Revised standards for Operations positions.

**Classification:** Completed

**Goal Number: HR2E**

**Description:** Establish job performance self-evaluation as part of performance review process. (Replaced by New Goal #HR6B.)

**Accomplishments:** Staff do self-evaluation and submit to supervisor, who considers self-rating before actual evaluation is prepared and discussed with employee. Discrepancies between self and actual ratings are key discussion points during administration of PE.

**Classification:** Maintenance



**Goal Number: HR2F**

**Description:** Monitor and support the transition to automation.

**Accomplishments:** Measurement of performance on time-to-docket, time-to-image quality, QC/CS, and Adversary QC/ICS. Enhancements are tested and piloted, with employees' experiences and feedback considered before implementation.

**Classification:** Complete

**Goal Number: HR2G**

**Description:** Develop and implement a program to enhance employee job satisfaction.

**Accomplishments:** Annual awards ceremonies. Employee of the Month (district-wide), and various Employee of the Month/Quarter programs in divisions. Cross training of new skills, Certification Program, EAP presented "Coping with Change" in all divisions. "Clerk's Currency Program" and Special Recognition ceremonies.

**Classification:** Maintenance

**Goal Number: HR3A**

**Description:** Create employee feedback mechanisms. (Replaced by New Goal #HR6B.)

**Accomplishments:** Team-based management structure. Statistics and feedback on: QC/ICS, Adversary QC/ICS, docketing quality, case closing, time-to-docket, and imaging speed. PE process/discussions.

**Classification:** Completed

**Goal Number: HR3B**

**Description:** Clarify role definition for chambers and courtroom staff, including Courtroom Deputies, Judicial Assistants, Law Clerks, Electronic Court Recording Operators, and Relief Courtroom Deputies.

**Accomplishments:** Created new positions of Case Initiation Clerk and Courtroom Services Clerk. New positions reflect new skill sets, new promotional opportunities, cross training opportunities, etc.

**Classification:** Completed



**Goal Number: HR3C**

**Description:** Develop and implement employee orientation program for Clerk's Office and Chambers staff.

**Accomplishments:** Law clerk/extern training for new law clerks/externs. Full-day orientation for Clerk's Office staff including Personnel Handbook, half-day orientation for judicial staff.

**Classification:** Completed

**Goal Number: HR3D**

**Description:** Improve upward and downward communication among divisions and between divisional offices.

**Accomplishments:** E-mail, regular senior staff meetings, annual seminars for Team Leaders and above, participants rotated. District-wide training. *Full Court Press*. Joint efforts: NIBS Procedures manual ICS/NIBS Committee, etc. Group Training: Abra, VRMS, FAS<sub>4</sub>T, leadership, CIAO!, Privacy Policy, *eFile*, file folder label generating software. Clerk's Office Quarterly Reports, *Court News*.

**Classification:** Maintenance

**Goal Number: HR4A**

**Description:** Provide multilingual service capability (e.g., bilingual staff).

**Accomplishments:** Translation services currently available within A.O. guidelines and a list of qualified interpreters (language and sign) are available through the J-Net. Bilingual Clerk's Office staff assist public as needed.

**Classification:** Maintenance

**Goal Number: HR4B**

**Description:** Improve human resources programs that ensure parity between the employee force and the labor force.

**Accomplishments:** Employment Dispute Resolution Plan implemented, commuter benefits, child care, cafeteria plan, flexible spending plan, medical spending accounts, long-term care, retirement services, open season information, COLAs, Family Medical Leave, locality pay differential, tuition reimbursement program, etc. TSP "Catch-up" provision.

**Classification:** Maintenance

**Goal Number:** HR5A

**Description:** Compare current personnel practices to personnel practices of other organizations and identify possible improvements in each practice.

**Accomplishments:** Benefits: HR staff members attend Ninth Circuit Annual HR Conferences with A.O.'s Personnel Office and other federal judiciary HR professionals. Compare personnel practices in the areas of recruitment, benefits administration, personnel manual layouts, etc. HR also attended Judiciary Benefits Conferences in 1999 and 2000 to discuss personnel issues and network with other HR professionals. *As a result of the conferences:* Identified a need to create a Benefits Specialist position to handle the growing area of benefits administration in order to provide more effective service to Court staff. Filled the position in March of 2000. Utilized knowledge gained at conferences to assist in implementing reductions in work force in December 2000 and December 2002, which became especially useful in areas of saved grade/saved pay and severance regulations. Able to effectively develop and present training seminars to staff on various benefits programs. As a result of training received, HR's ability to counsel staff on benefits programs, especially in retirement planning area, was enhanced. Based upon A.O. information received at seminars, initiated an ongoing internal HR project to ensure that all staff are classified in correct retirement system. Attended Federal Benefits Conference sponsored by OPM in June 2002.

**Classification:** Maintenance

**Goal Number:** HR6A

**Description:** Create training and staff development programs to address the identified needs of all staff.

**Accomplishments:** Entered into inter-agency agreement with OPM to identify needs and training programs for all staff. Staff Development Department developed draft needs assessment with OPM. OPM agreement for ITD restructuring. OPM agreement for competencies for administrative positions.

**Classification:** Long-Term

**Goal Number:** HR6B

**Description:** Redesign employee performance evaluation process to incorporate performance standards and measurement, convey performance expectations, and provide employee feedback mechanisms.

**Accomplishments:** Staff Development Department worked with OPM to create and implement competency-based human resources management system.

**Classification:** Long-Term

**Goal Number: HR6C**

**Description:** Conduct a needs assessment to identify training and development needs as they are reflected in the mission statement, duties and goals of the area of assignment and/or in the performance review process. Incorporate a competency gap analysis into the assessment process.

**Accomplishments:** Drafted needs assessment for all Operations positions. Competency gap analysis initiated and will be completed at the conclusion of the needs assessment rollout.

**Classification:** High Priority

**Goal Number: HR6D**

**Description:** Develop and implement a method for evaluating training and development to ensure application of skills learned.

**Accomplishments:** Researched methods to evaluate training and development of staff.

**Classification:** High Priority

**Goal Number: HR6E**

**Description:** Develop and implement a program for succession planning to ensure the availability of a highly qualified work force to cover vacancies experienced through retirement, promotion, and other attrition.

**Accomplishments:** Competency-based human resources system implemented, which will ensure effective succession planning.

**Classification:** Long-Term

**Goal Number: HR6F**

**Description:** Create individual development plans for Clerk's Office staff which specify the training and development activities the employee was involved in during that previous rating period, the impact those activities had on the individual's performance, and the educational activities which would enhance performance during the next rating period.

**Accomplishments:** Draft individual development plans completed as part of OPM inter-agency agreement. OPM agreement for ITD restructuring. OPM agreement for competencies for administrative positions.

**Classification:** Long-Term

**Goal Number: HR6G**

**Description:** Enhance HR and employee communication through implementation of programs to provide "Employee Self-Service."

**Accomplishments:** Implemented Abra ESS district-wide providing all Clerk's Office and judicial staff with access to HR information from desktop.

**Classification:** High Priority

**Goal Number: HR6H**

**Description:** Revise *Personnel Policies and Information Handbook* and make available on web site.

**Accomplishments:** Revised Chapters 6 and 8 of *Personnel Policies and Information Handbook* placed on Court's web site. Chapter 9 revised and posted on web site.

**Classification:** High Priority

**Goal Number: HR6I**

**Description:** Develop mechanism to automate recording of time and attendance, ensuring that all audit guidelines are followed.

**Accomplishments:** Deployed Abra ESS to all desktops PC's to facilitate automated method of recording time and attendance.

**Classification:** Long-Term

**Goal Number: HR6J**

**Description:** Develop a management training program regarding the *Personnel Policies and Information Handbook* to ensure Court-established guidelines are followed.

**Accomplishments:**

**Classification:** Long-Term

**Goal Number: HR6K**

**Description:** Provide a comprehensive training program to employees regarding all Federal employee benefits.

**Accomplishments:** Created position of Benefits Specialist. Specialist developed and conducted training in all divisions on following subjects: CSRS, FERS, and TSP.

**Classification:** Maintenance

**Goal Number: HR6L**

**Description:** Develop a supervisory training/orientation program on HR policies and procedures including time and attendance, performance evaluation, and jury service.

**Accomplishments:** Supervisory Development Program.

**Classification:** Long-Term

**Goal Number: HR6M**

**Description:** Establish an employee development component as part of the recruitment process to provide career counseling to employees applying for positions where they are minimally qualified, but not competitive.

**Accomplishments:** Staff Development Department worked with OPM to create court competencies.

**Classification:** Long-Term

**Goal Number: HR6N**

**Description:** Develop a program for judges and their staffs to foster appreciation and understanding of the duties, responsibilities, and contributions that deputy clerks make to the Court.

**Accomplishments:**

**Classification:** Long-Term



**Issue: Space and Facilities (SF)****Goal Number: SF1A**

**Description:** Establish automated information systems in Court lobbies for tentative rulings and Court calendar information.

**Accomplishments:** Kiosks in lobbies display judicial calendars.

**Classification:** Completed

**Goal Number: SF1B**

**Description:** Establish *pro bono* lawyer consultation rooms in Court intake offices.

**Accomplishments:** Facilities provided at Clerk's Offices for reaffirmation counseling (*pro bono*).

**Classification:** Completed

**Goal Number: SF1C**

**Description:** Factor technology needs of public users into the development of facilities (for example, space for portable terminals, copiers).

**Accomplishments:** Electric outlets in public carrels. Free on-site webPACER access; multiple terminals. Print-on-Demand. Policy on use of personal photocopiers.

**Classification:** Completed

**Goal Number: SF2A**

**Description:** Advocate revision of A.O. Design Guides and GSA Standards and Guidelines regarding employee break rooms and restrooms, size of courtrooms, public space areas for high volume courts, *pro bono* lawyer consultation facilities, and handicapped access (including hearing and visually impaired).

**Accomplishments:** At the national level, the December 1997 revision of the *U.S. Courts Design Guide* addressed some of these issues including employee break rooms, restrooms, and handicapped access.

**Classification:** Completed



# List of Exhibits

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Exhibit 1  
ANNUAL BANKRUPTCY FILINGS  
Central District of California: 1980-2003

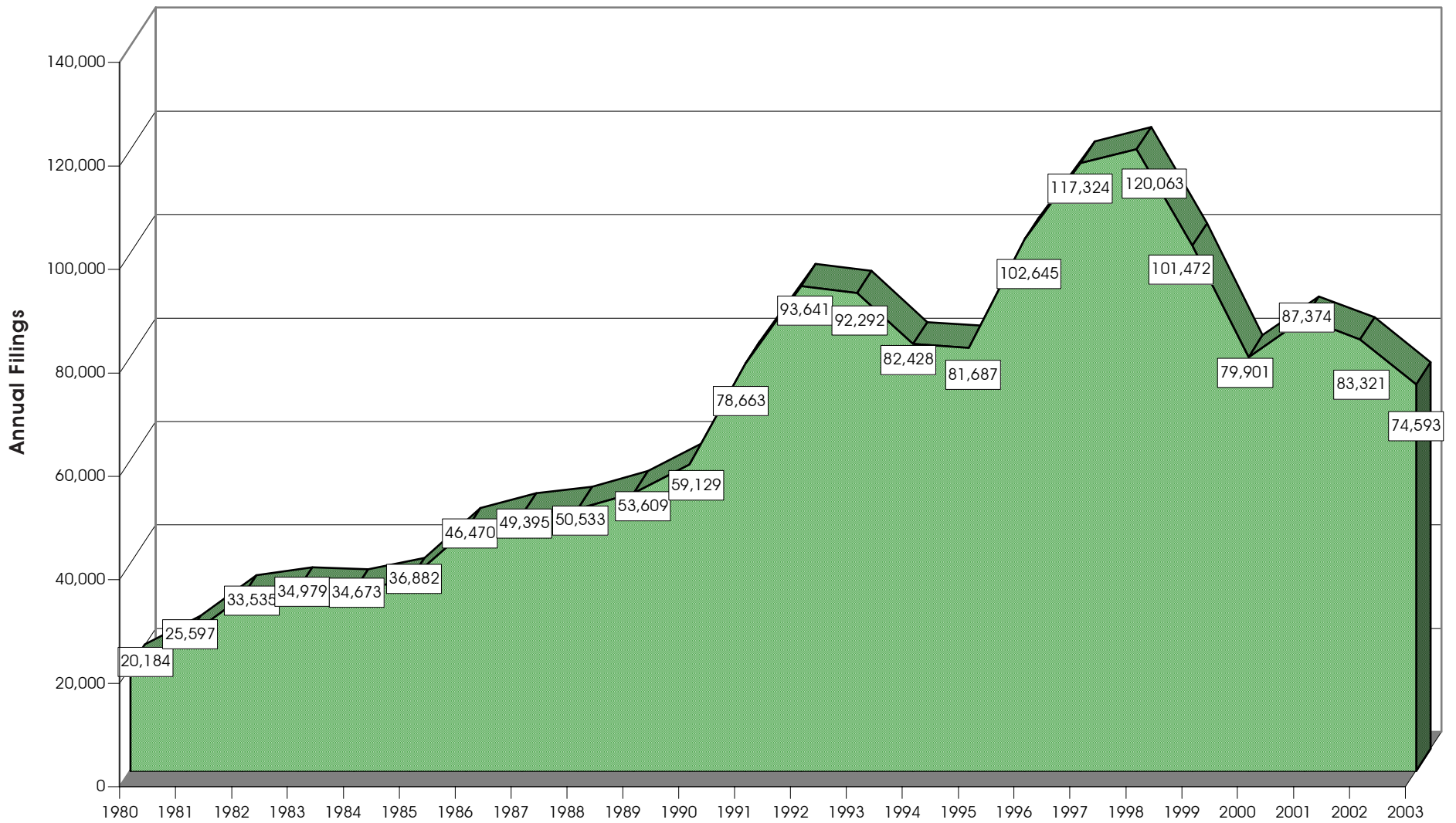
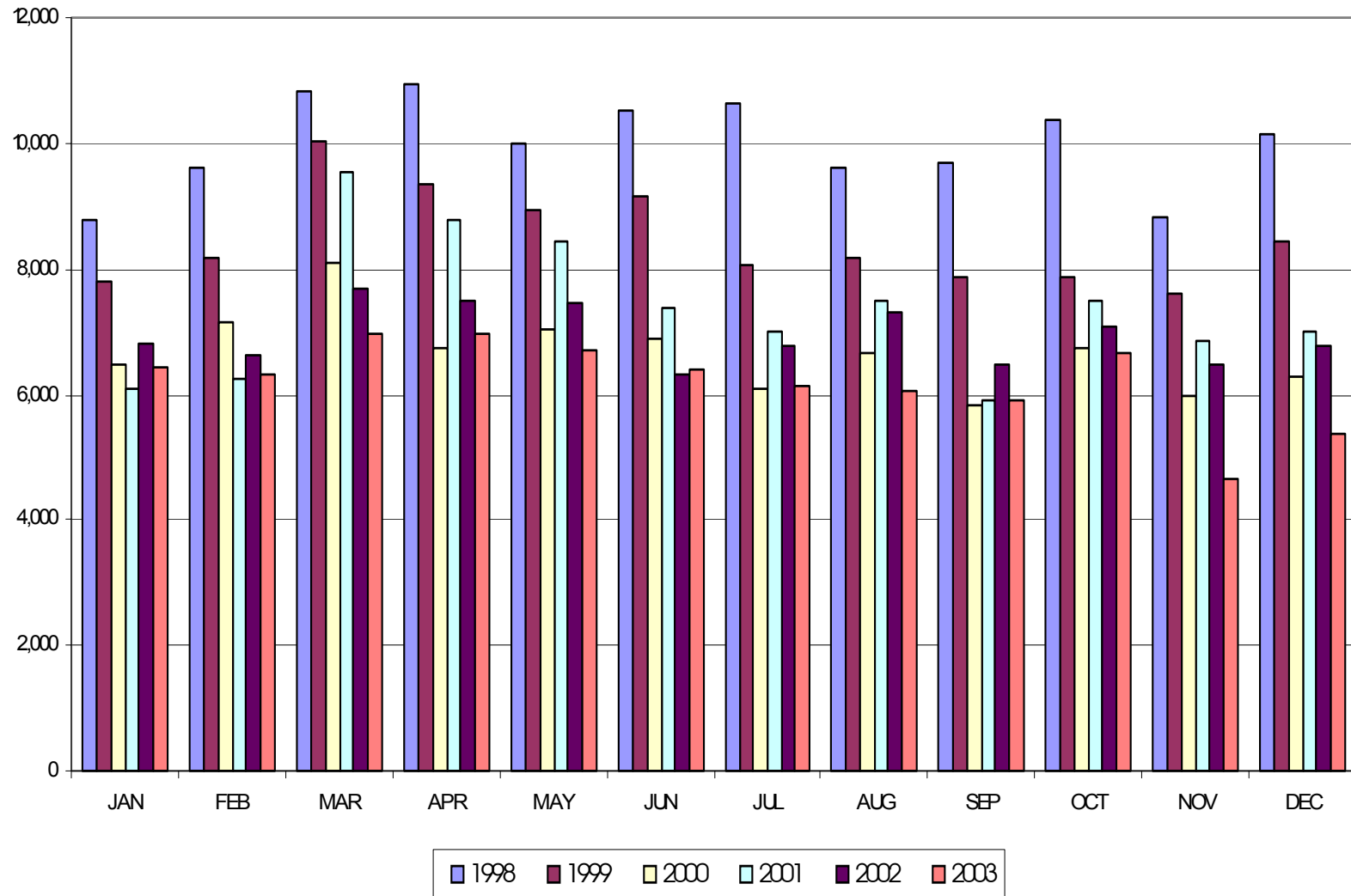
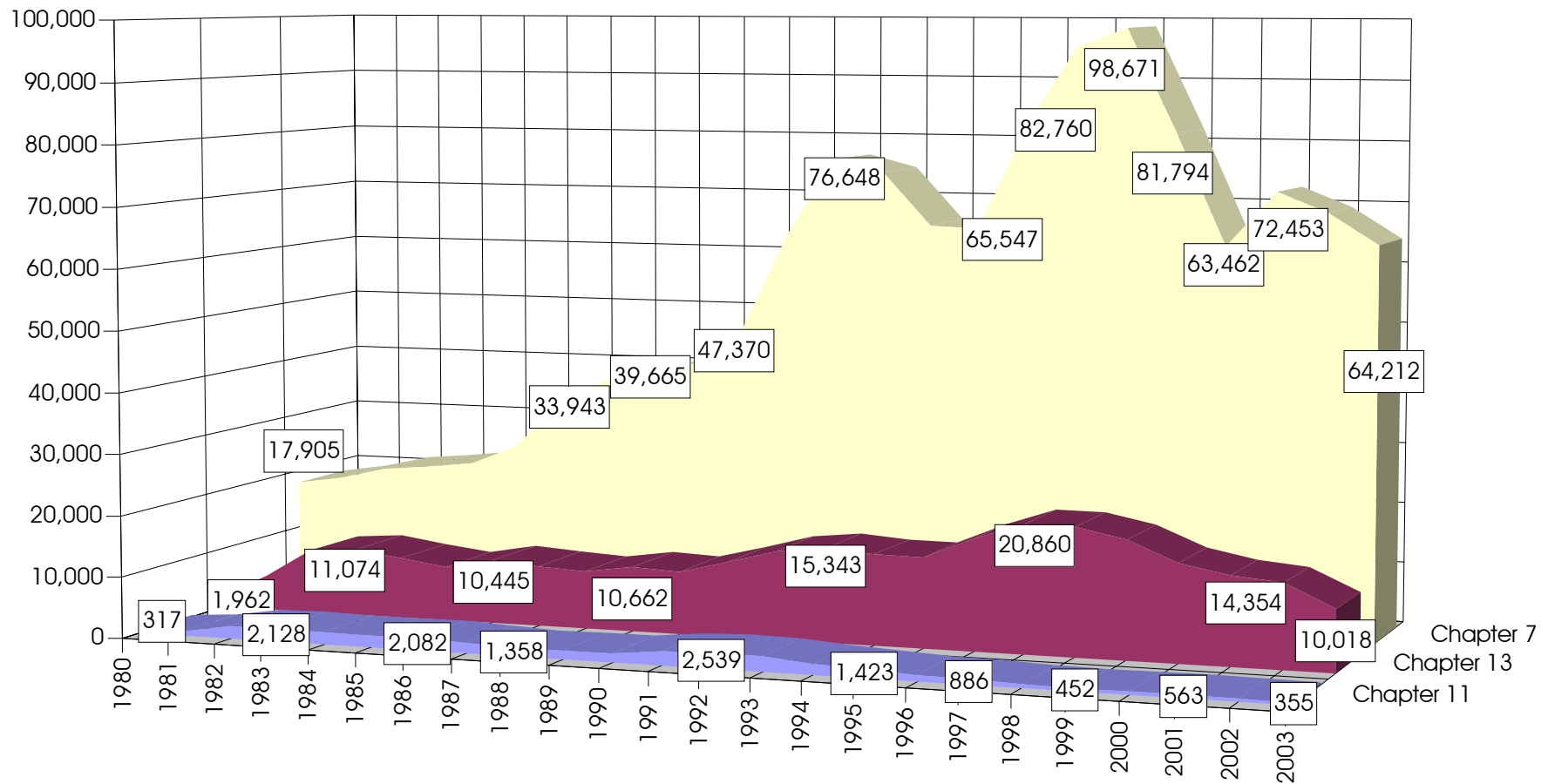


Exhibit 2  
BANKRUPTCY FILINGS BY MONTH: 1998-2003  
Central District of California



**Exhibit 3**  
**BANKRUPTCY FILINGS BY CHAPTER: 1980-2003**  
 Central District of California



**Exhibit 4**  
**LOS ANGELES BANKRUPTCY FILINGS BY CHAPTER: 1980-2003**  
 Central District of California

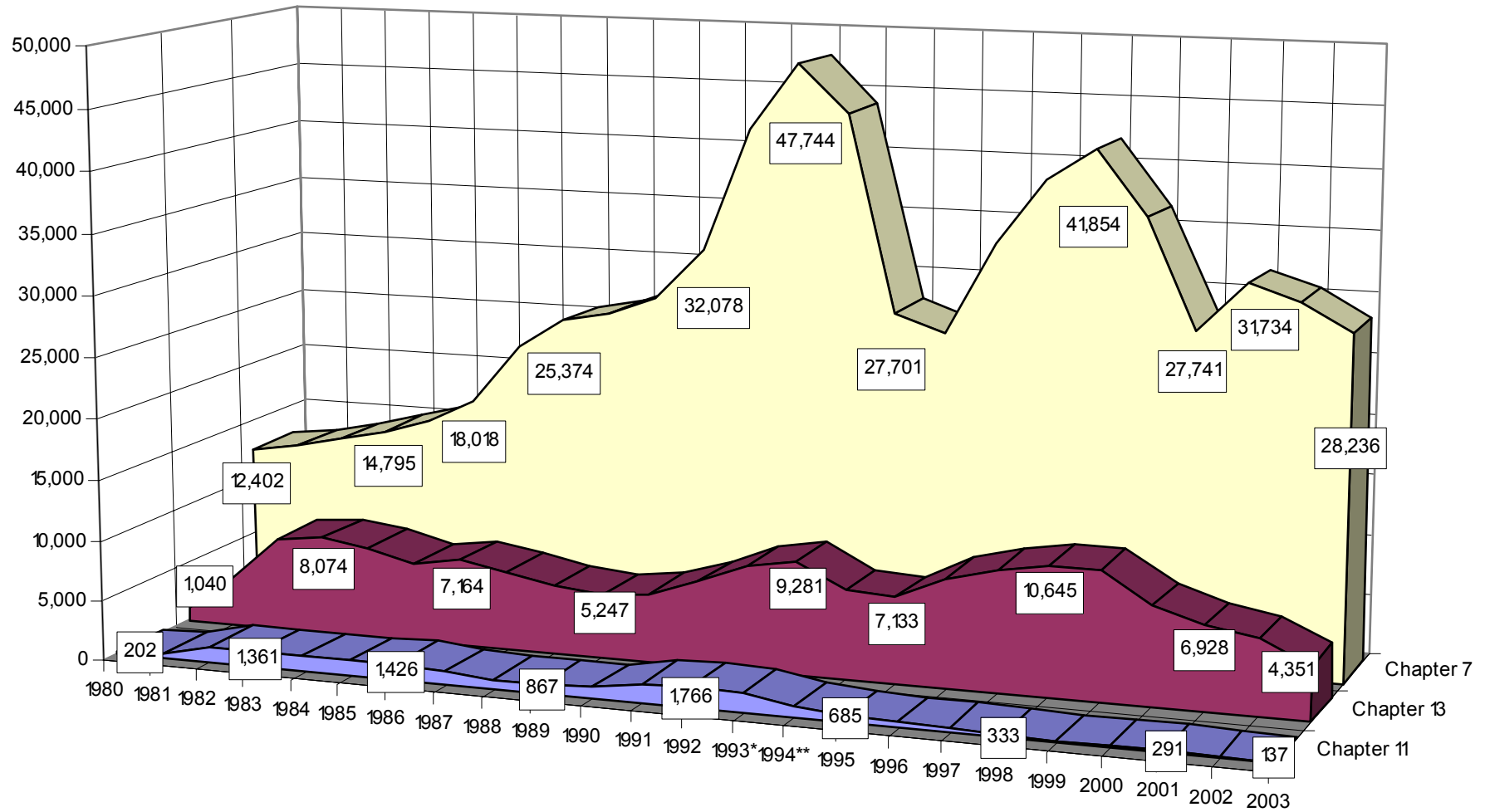
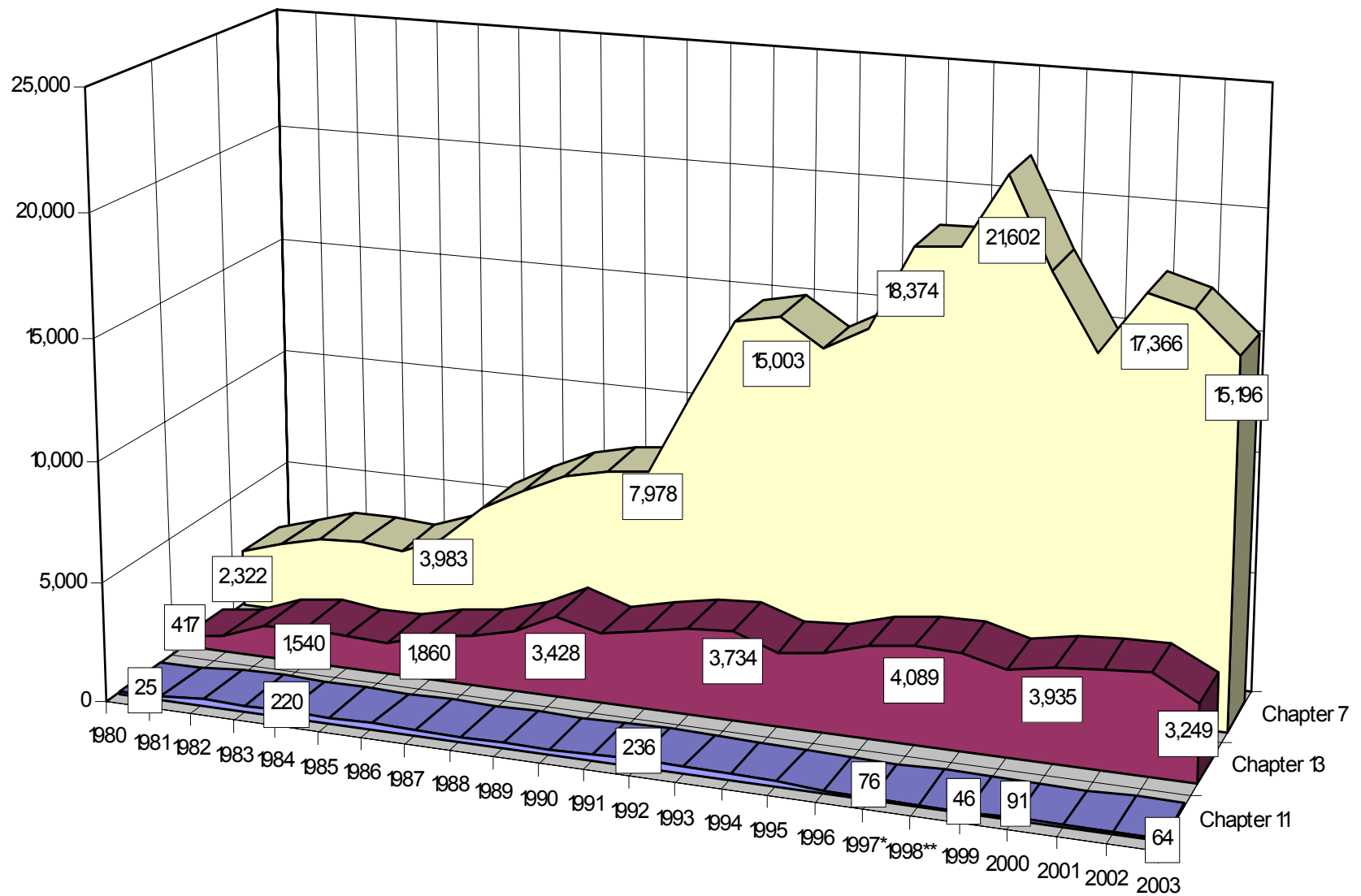
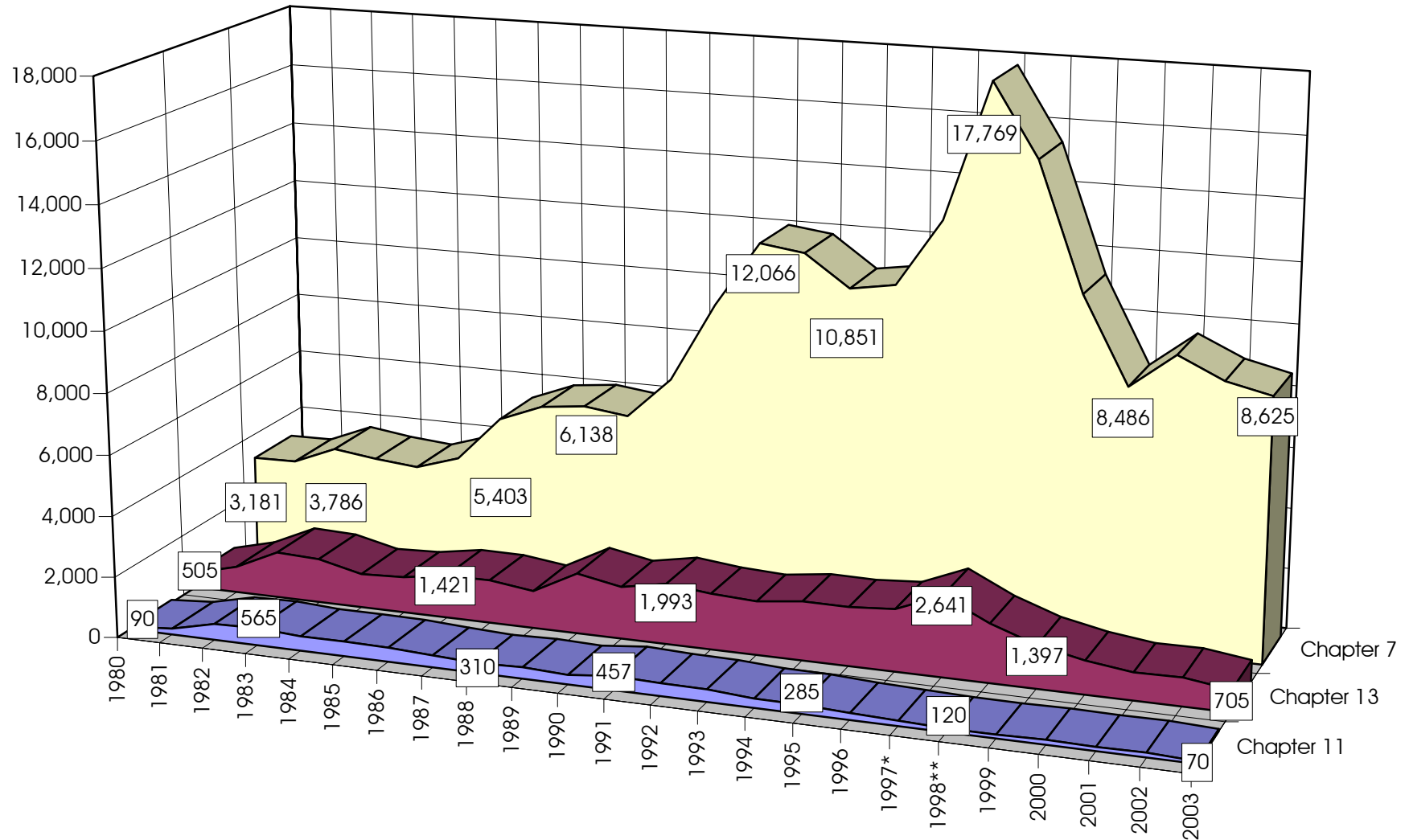




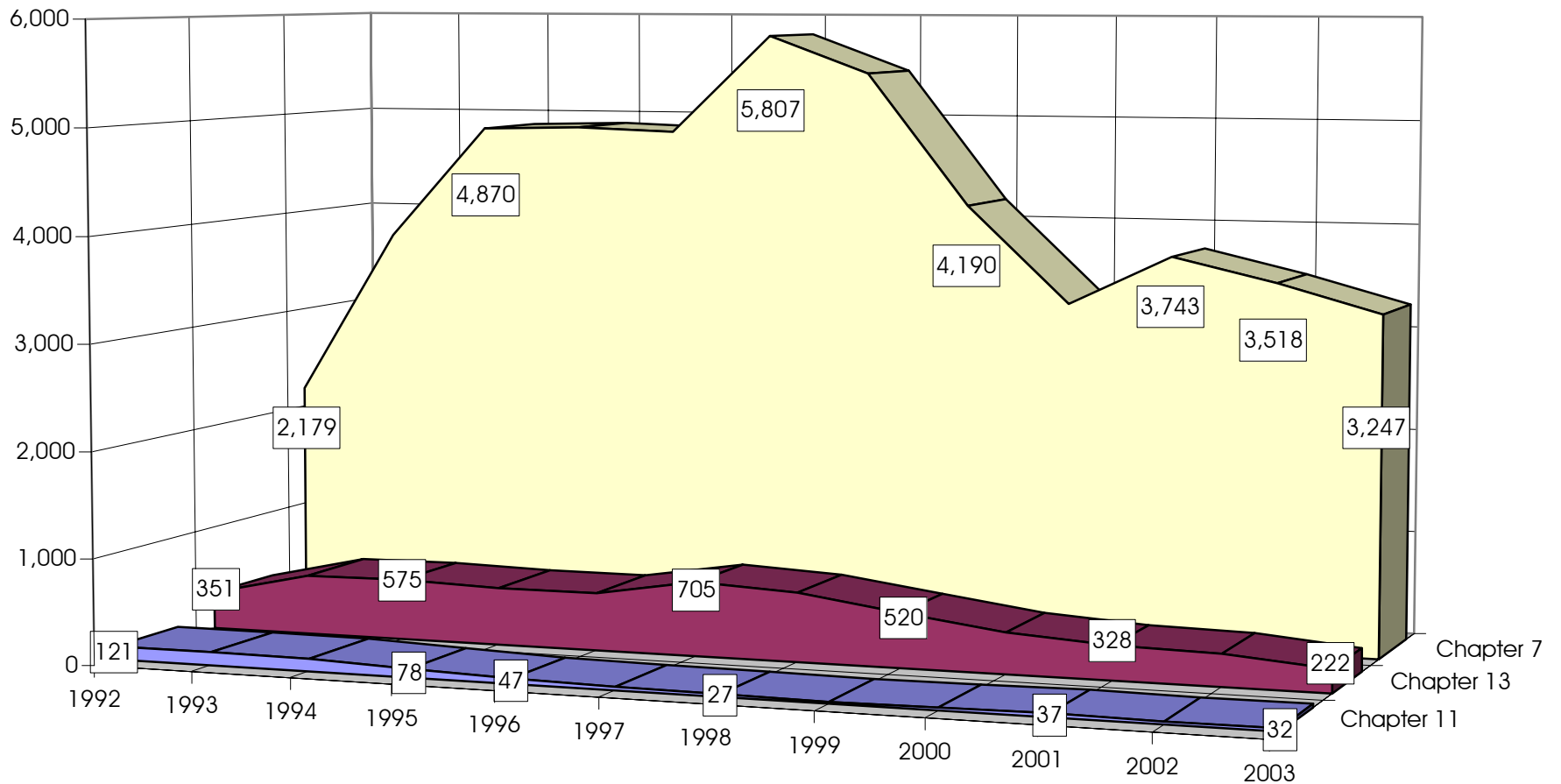
Exhibit 5  
**RIVERSIDE DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1980-2003**  
 Central District of California



**Exhibit 6**  
**SANTA ANA DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1980-2003**  
 Central District of California

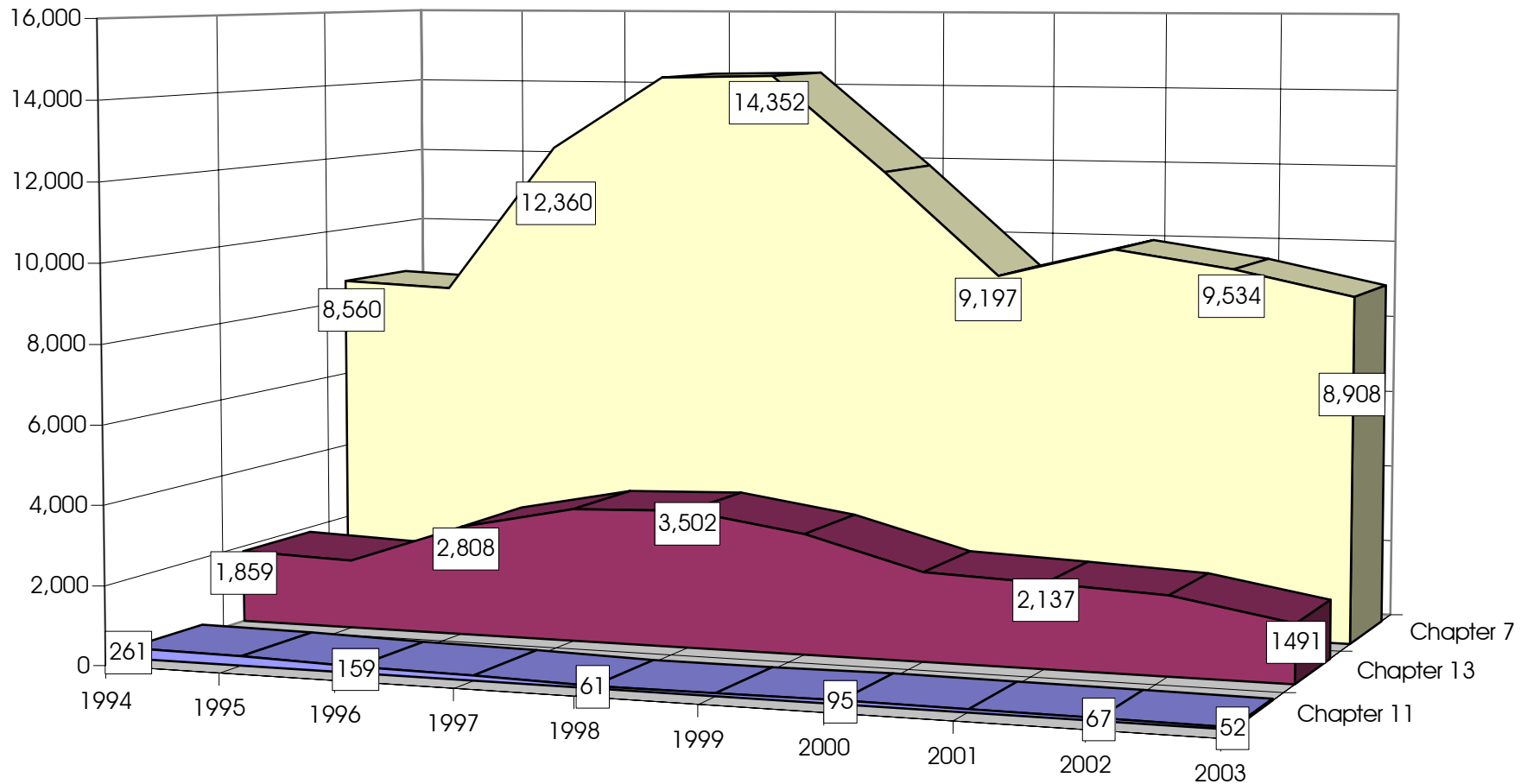


**Exhibit 7**  
**NORTHERN DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1992-2003**  
 Central District of California



\* Filings prior to 1992 were included in the Los Angeles Division. (See Exhibit 4)

**Exhibit 8**  
**SAN FERNANDO VALLEY DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1994-2003**  
 Central District of California



\* Filings prior to 1992 were included in the Los Angeles Division. (See Exhibit 4)

**Exhibit 9**  
**Bankruptcy Filings and Percentage Change: 1980-2003**  
**CENTRAL DISTRICT OF CALIFORNIA**

| Year | Ch 7   | % Chg  | Ch 11 | % Chg  | Ch 13  | % Chg  | Total   | % Chg  |
|------|--------|--------|-------|--------|--------|--------|---------|--------|
| 1980 | 17,905 | N/A    | 317   | N/A    | 1,962  | N/A    | 20,184  | N/A    |
| 1981 | 19,087 | 6.6%   | 787   | 148.3% | 5,723  | 191.7% | 25,597  | 26.8%  |
| 1982 | 20,985 | 9.9%   | 2,022 | 156.9% | 10,528 | 84.0%  | 33,535  | 31.0%  |
| 1983 | 21,777 | 3.8%   | 2,128 | 5.2%   | 11,074 | 5.2%   | 34,979  | 4.3%   |
| 1984 | 22,669 | 4.1%   | 2,003 | -5.9%  | 10,001 | -9.7%  | 34,673  | -0.9%  |
| 1985 | 25,927 | 14.4%  | 1,937 | -3.3%  | 9,018  | -9.8%  | 36,882  | 6.4%   |
| 1986 | 33,943 | 30.9%  | 2,082 | 7.5%   | 10,445 | 15.8%  | 46,470  | 26.0%  |
| 1987 | 37,817 | 11.4%  | 1,675 | -19.5% | 9,903  | -5.2%  | 49,395  | 6.3%   |
| 1988 | 39,665 | 4.9%   | 1,358 | -18.9% | 9,510  | -4.0%  | 50,533  | 2.3%   |
| 1989 | 41,556 | 4.8%   | 1,391 | 2.4%   | 10,662 | 12.1%  | 53,609  | 6.1%   |
| 1990 | 47,370 | 14.0%  | 1,478 | 6.3%   | 10,281 | -3.6%  | 59,129  | 10.3%  |
| 1991 | 64,090 | 35.3%  | 2,268 | 53.5%  | 12,305 | 19.7%  | 78,663  | 33.0%  |
| 1992 | 76,648 | 19.6%  | 2,539 | 11.9%  | 14,454 | 17.5%  | 93,641  | 19.0%  |
| 1993 | 74,528 | -2.8%  | 2,421 | -4.6%  | 15,343 | 6.2%   | 92,292  | -1.4%  |
| 1994 | 65,828 | -11.7% | 1,792 | -26.0% | 14,808 | -3.5%  | 82,428  | -10.7% |
| 1995 | 65,547 | -0.4%  | 1,423 | -20.6% | 14,707 | -0.7%  | 81,677  | -0.9%  |
| 1996 | 82,760 | 26.3%  | 1,026 | -27.9% | 18,144 | 23.4%  | 101,930 | 24.8%  |
| 1997 | 95,572 | 15.5%  | 886   | -13.6% | 20,860 | 15.0%  | 117,318 | 15.1%  |
| 1998 | 98,671 | 3.2%   | 605   | -31.7% | 20,785 | -0.4%  | 120,061 | 2.3%   |
| 1999 | 81,794 | -17.1% | 452   | -25.3% | 19,224 | -7.5%  | 101,470 | -15.5% |
| 2000 | 63,462 | -22.4% | 554   | 22.6%  | 15,885 | -17.4% | 79,901  | -21.3% |
| 2001 | 72,453 | 14.2%  | 563   | 1.6%   | 14,354 | -9.6%  | 87,370  | 9.3%   |
| 2002 | 69,228 | -4.5%  | 474   | -15.8% | 13,617 | -5.1%  | 83,319  | -4.6%  |
| 2003 | 64,212 | -7.2%  | 355   | -25.1% | 10,018 | -26.4% | 74,585  | -10.5% |

**LOS ANGELES DIVISION**

| Year | Ch 7   | % Chg  | Ch 11 | % Chg  | Ch 13  | % Chg  | Total  | % Chg  |
|------|--------|--------|-------|--------|--------|--------|--------|--------|
| 1980 | 12,402 | N/A    | 202   | N/A    | 1,040  | N/A    | 13,644 | N/A    |
| 1981 | 13,023 | 5.0%   | 508   | 151.5% | 4,162  | 300.2% | 17,693 | 29.7%  |
| 1982 | 13,838 | 6.3%   | 1,291 | 154.1% | 7,655  | 83.9%  | 22,784 | 28.8%  |
| 1983 | 14,795 | 6.9%   | 1,361 | 5.4%   | 8,074  | 5.5%   | 24,230 | 6.3%   |
| 1984 | 15,957 | 7.9%   | 1,309 | -3.8%  | 7,484  | -7.3%  | 24,750 | 2.1%   |
| 1985 | 18,018 | 12.9%  | 1,263 | -3.5%  | 6,473  | -13.5% | 25,754 | 4.1%   |
| 1986 | 22,974 | 27.5%  | 1,426 | 12.9%  | 7,164  | 10.7%  | 31,564 | 22.6%  |
| 1987 | 25,374 | 10.4%  | 1,125 | -21.1% | 6,392  | -10.8% | 32,891 | 4.2%   |
| 1988 | 26,157 | 3.1%   | 884   | -21.4% | 5,709  | -10.7% | 32,750 | -0.4%  |
| 1989 | 27,797 | 6.3%   | 867   | -1.9%  | 5,247  | -8.1%  | 33,911 | 3.5%   |
| 1990 | 32,078 | 15.4%  | 1,005 | 15.9%  | 5,659  | 7.9%   | 38,742 | 14.2%  |
| 1991 | 42,723 | 33.2%  | 1,583 | 57.5%  | 7,063  | 24.8%  | 51,369 | 32.6%  |
| 1992 | 47,744 | 11.8%  | 1,766 | 11.6%  | 8,653  | 22.5%  | 58,163 | 13.2%  |
| 1993 | 43,875 | -8.1%  | 1,693 | -4.1%  | 9,281  | 7.3%   | 54,849 | -5.7%  |
| 1994 | 27,701 | -36.9% | 930   | -45.1% | 7,308  | -21.3% | 35,939 | -34.5% |
| 1995 | 26,219 | -5.3%  | 685   | -26.3% | 7,133  | -2.4%  | 34,037 | -5.3%  |
| 1996 | 33,873 | 29.2%  | 493   | -28.0% | 8,917  | 25.0%  | 43,283 | 27.2%  |
| 1997 | 39,217 | 15.8%  | 486   | -1.4%  | 10,018 | 12.3%  | 49,721 | 14.9%  |
| 1998 | 41,854 | 6.7%   | 333   | -31.5% | 10,645 | 6.3%   | 52,832 | 6.3%   |
| 1999 | 36,510 | -12.8% | 210   | -36.9% | 10,608 | -0.3%  | 47,328 | -10.4% |
| 2000 | 27,741 | -24.0% | 194   | -7.6%  | 8,230  | -22.4% | 36,165 | -23.6% |
| 2001 | 31,734 | 14.4%  | 291   | 50.0%  | 6,928  | -15.8% | 38,953 | 7.7%   |
| 2002 | 30,379 | -4.3%  | 175   | -39.9% | 6,221  | -10.2% | 36,775 | -5.6%  |



**Exhibit 9 (continued)**

**Bankruptcy Filings and Percentage Change: 1980-2003**

**RIVERSIDE DIVISION**

| <b>Year</b> | <b>Ch 7</b> | <b>% Chg</b> | <b>Ch 11</b> | <b>% Chg</b> | <b>Ch 13</b> | <b>% Chg</b> | <b>Total</b> | <b>% Chg</b> |
|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1980        | 2,322       | N/A          | 25           | N/A          | 417          | N/A          | 2,764        | N/A          |
| 1981        | 2,861       | 23.2%        | 91           | 264.0%       | 696          | 66.9%        | 3,648        | 32.0%        |
| 1982        | 3,361       | 17.5%        | 200          | 119.8%       | 1,354        | 94.5%        | 4,915        | 34.7%        |
| 1983        | 3,382       | 0.6%         | 202          | 1.0%         | 1,540        | 13.7%        | 5,124        | 4.3%         |
| 1984        | 3,248       | -4.0%        | 220          | 8.9%         | 1,384        | -10.1%       | 4,852        | -5.3%        |
| 1985        | 3,983       | 22.6%        | 194          | -11.8%       | 1,363        | -1.5%        | 5,540        | 14.2%        |
| 1986        | 5,566       | 39.7%        | 194          | 0.0%         | 1,860        | 36.5%        | 7,620        | 37.5%        |
| 1987        | 6,463       | 16.1%        | 166          | -14.4%       | 2,091        | 12.4%        | 8,720        | 14.4%        |
| 1988        | 7,370       | 14.0%        | 164          | -1.2%        | 2,569        | 22.9%        | 10,103       | 15.9%        |
| 1989        | 7,802       | 5.9%         | 162          | -1.2%        | 3,428        | 33.4%        | 11,392       | 12.8%        |
| 1990        | 7,978       | 2.3%         | 164          | 1.2%         | 2,903        | -15.3%       | 11,045       | -3.0%        |
| 1991        | 11,449      | 43.5%        | 228          | 39.0%        | 3,249        | 11.9%        | 14,926       | 35.1%        |
| 1992        | 14,659      | 28.0%        | 236          | 3.5%         | 3,612        | 11.2%        | 18,507       | 24.0%        |
| 1993        | 15,003      | 2.3%         | 213          | -9.7%        | 3,734        | 3.4%         | 18,950       | 2.4%         |
| 1994        | 13,846      | -7.7%        | 185          | -13.1%       | 3,123        | -16.4%       | 17,154       | -9.5%        |
| 1995        | 14,899      | 7.6%         | 144          | -22.2%       | 3,332        | 6.7%         | 18,375       | 7.1%         |
| 1996        | 18,374      | 23.3%        | 114          | -20.8%       | 3,836        | 15.1%        | 22,324       | 21.5%        |
| 1997*       | 18,492      | 0.6%         | 76           | -33.3%       | 4,089        | 6.6%         | 22,657       | 1.5%         |
| 1998        | 21,602      | 16.8%        | 64           | -15.8%       | 4,056        | -0.8%        | 25,722       | 13.5%        |
| 1999        | 17,944      | -16.9%       | 46           | -28.1%       | 3,639        | -10.3%       | 21,629       | -15.9%       |
| 2000        | 14,769      | -17.7%       | 91           | 97.8%        | 3,935        | 8.1%         | 18,795       | -13.1%       |
| 2001        | 17,366      | 17.6%        | 44           | -51.6%       | 4,070        | 3.4%         | 21,480       | 14.3%        |
| 2002        | 16,837      | -3.0%        | 67           | 52.3%        | 4,177        | 2.6%         | 21,081       | -1.9%        |
| 2003        | 15,196      | -9.7%        | 64           | -4.5%        | 3,249        | -22.2%       | 18,509       | -12.2%       |

**SANTA ANA DIVISION**

| <b>Year</b> | <b>Ch 7</b> | <b>% Chg</b> | <b>Ch 11</b> | <b>% Chg</b> | <b>Ch 13</b> | <b>% Chg</b> | <b>Total</b> | <b>% Chg</b> |
|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1980        | 3,181       | N/A          | 90           | N/A          | 505          | N/A          | 3,776        | N/A          |
| 1981        | 3,203       | 0.7%         | 188          | 108.9%       | 865          | 71.3%        | 4,256        | 12.7%        |
| 1982        | 3,786       | 18.2%        | 531          | 182.4%       | 1,519        | 75.6%        | 5,836        | 37.1%        |
| 1983        | 3,600       | -4.9%        | 565          | 6.4%         | 1,460        | -3.9%        | 5,625        | -3.6%        |
| 1984        | 3,464       | -3.8%        | 474          | -16.1%       | 1,133        | -22.4%       | 5,071        | -9.8%        |
| 1985        | 3,926       | 13.3%        | 480          | 1.3%         | 1,182        | 4.3%         | 5,588        | 10.2%        |
| 1986        | 5,403       | 37.6%        | 462          | -3.8%        | 1,421        | 20.2%        | 7,286        | 30.4%        |
| 1987        | 5,980       | 10.7%        | 384          | -16.9%       | 1,420        | -0.1%        | 7,784        | 6.8%         |
| 1988        | 6,138       | 2.6%         | 310          | -19.3%       | 1,232        | -13.2%       | 7,680        | -1.3%        |
| 1989        | 5,957       | -2.9%        | 362          | 16.8%        | 1,987        | 61.3%        | 8,306        | 8.2%         |
| 1990        | 7,314       | 22.8%        | 309          | -14.6%       | 1,719        | -13.5%       | 9,342        | 12.5%        |
| 1991        | 9,918       | 35.6%        | 457          | 47.9%        | 1,993        | 15.9%        | 12,368       | 32.4%        |
| 1992        | 12,066      | 21.7%        | 416          | -9.0%        | 1,838        | -7.8%        | 14,320       | 15.8%        |
| 1993        | 11,874      | -1.6%        | 393          | -5.5%        | 1,762        | -4.1%        | 14,029       | -2.0%        |
| 1994        | 10,851      | -8.6%        | 300          | -23.7%       | 1,943        | 10.3%        | 13,094       | -6.7%        |
| 1995        | 11,088      | 2.2%         | 285          | -5.0%        | 1,932        | -0.6%        | 13,305       | 1.6%         |
| 1996        | 13,292      | 19.9%        | 213          | -25.3%       | 2,034        | 5.3%         | 15,539       | 16.8%        |
| 1997*       | 17,769      | 33.7%        | 168          | -21.1%       | 2,641        | 29.8%        | 20,578       | 32.4%        |
| 1998        | 15,414      | -13.3%       | 120          | -28.6%       | 1,928        | -27.0%       | 17,462       | -15.1%       |
| 1999        | 11,300      | -26.7%       | 116          | -3.3%        | 1,397        | -27.5%       | 12,813       | -26.6%       |
| 2000        | 8,486       | -24.9%       | 148          | 27.6%        | 1,081        | -22.6%       | 9,715        | -24.2%       |
| 2001        | 9,641       | 13.6%        | 117          | -20.9%       | 891          | -17.6%       | 10,649       | 9.6%         |
| 2002        | 8,960       | -7.1%        | 138          | 17.9%        | 914          | 2.6%         | 10,012       | -6.0%        |

**Exhibit 9 (continued)**  
**Bankruptcy Filings and Percentage Change: 1980-2003**

**NORTHERN DIVISION**

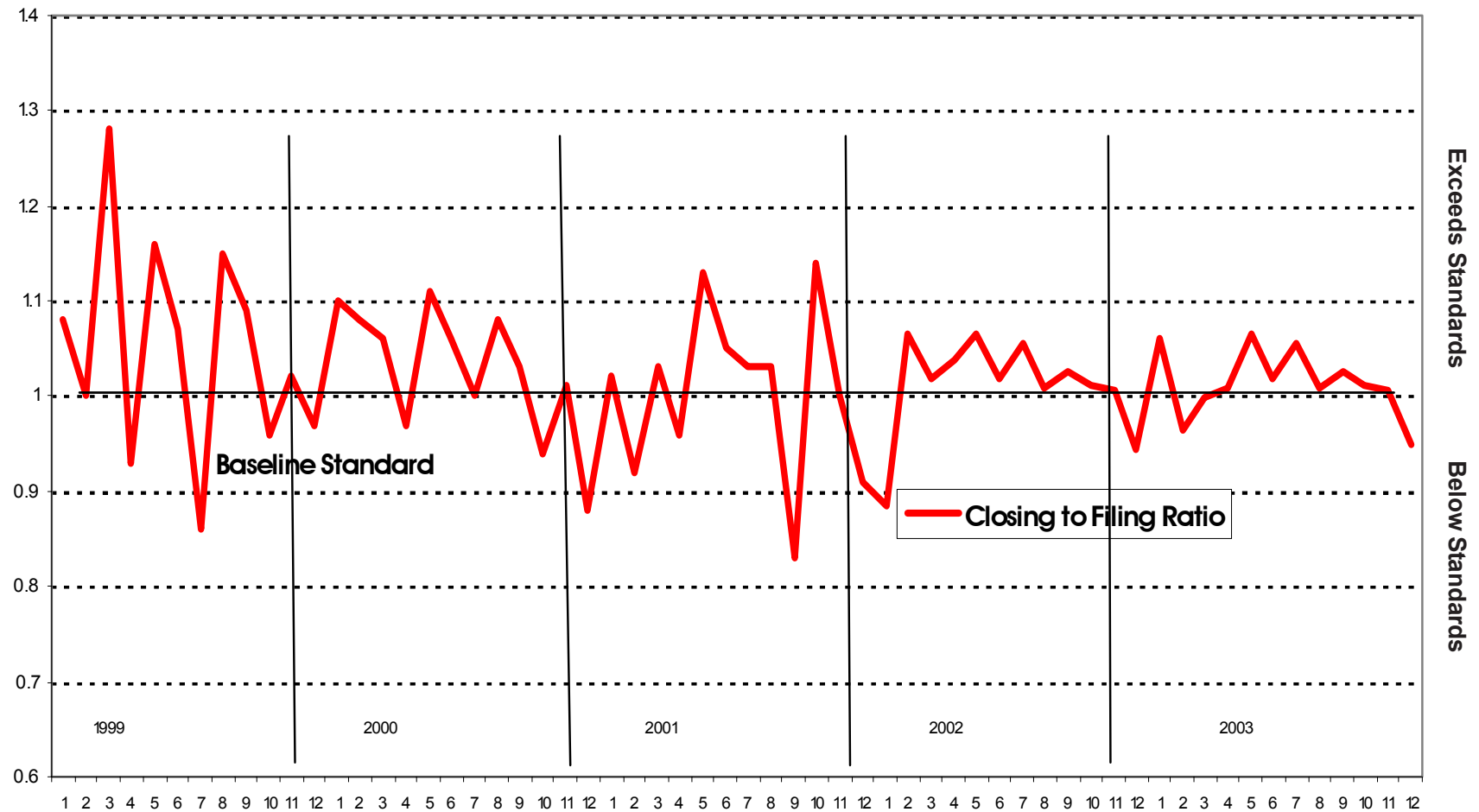
| <b>Year</b> | <b>Ch 7</b> | <b>% Chg</b> | <b>Ch 11</b> | <b>% Chg</b> | <b>Ch 13</b> | <b>% Chg</b> | <b>Total</b> | <b>% Chg</b> |
|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1992        | 2,179       | N/A          | 121          | N/A          | 351          | N/A          | 2,651        | N/A          |
| 1993        | 3,776       | 73.3%        | 122          | 0.8%         | 566          | 61.3%        | 4,464        | 68.4%        |
| 1994        | 4,870       | 29.0%        | 116          | -4.9%        | 575          | 1.6%         | 5,561        | 24.6%        |
| 1995        | 4,892       | 0.5%         | 78           | -32.8%       | 548          | -4.7%        | 5,518        | -0.8%        |
| 1996        | 4,861       | -0.6%        | 47           | -39.7%       | 549          | 0.2%         | 5,457        | -1.1%        |
| 1997        | 5,807       | 19.5%        | 33           | -29.8%       | 705          | 28.4%        | 6,545        | 19.9%        |
| 1998        | 5,449       | -6.2%        | 27           | -18.2%       | 654          | -7.2%        | 6,130        | -6.3%        |
| 1999        | 4,190       | -23.1%       | 17           | -37.0%       | 520          | -20.5%       | 4,727        | -22.9%       |
| 2000        | 3,269       | -22.0%       | 26           | 52.9%        | 391          | -24.8%       | 3,686        | -22.0%       |
| 2001        | 3,743       | 14.5%        | 37           | 42.3%        | 328          | -16.1%       | 4,108        | 11.4%        |
| 2002        | 3,518       | -6.0%        | 27           | -27.0%       | 306          | -6.7%        | 3,851        | -6.3%        |
| 2003        | 3,247       | -7.7%        | 32           | 18.5%        | 222          | -27.5%       | 3,501        | -9.1%        |

**SAN FERNANDO VALLEY DIVISION**

(Filings prior to 1994 were included in Los Angeles Division)

| <b>Year</b> | <b>Ch 7</b> | <b>% Chg</b> | <b>Ch 11</b> | <b>% Chg</b> | <b>Ch 13</b> | <b>% Chg</b> | <b>Total</b> | <b>% Chg</b> |
|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1994        | 8,560       | N/A          | 261          | N/A          | 1,859        | N/A          | 10,680       | N/A          |
| 1995        | 8,449       | -1.3%        | 231          | -11.5%       | 1,762        | -5.2%        | 10,442       | -2.2%        |
| 1996        | 12,360      | 46.3%        | 159          | -31.2%       | 2,808        | 59.4%        | 15,327       | 46.8%        |
| 1997        | 14,287      | 15.6%        | 123          | -22.6%       | 3,407        | 21.3%        | 17,817       | 16.2%        |
| 1998        | 14,352      | 0.5%         | 61           | -50.4%       | 3,502        | 2.8%         | 17,915       | 0.6%         |
| 1999        | 11,850      | -17.4%       | 63           | 3.3%         | 3,060        | -12.6%       | 14,973       | -16.4%       |
| 2000        | 9,197       | -22.4%       | 95           | 50.8%        | 2,248        | -26.5%       | 11,540       | -22.9%       |
| 2001        | 9,969       | 8.4%         | 74           | -22.1%       | 2,137        | -4.9%        | 12,180       | 5.5%         |
| 2002        | 9,534       | -4.4%        | 67           | -9.5%        | 1,999        | -6.5%        | 11,600       | -4.8%        |
| 2003        | 8,908       | -6.6%        | 52           | -22.4%       | 1,491        | -25.4%       | 10,451       | -9.9%        |

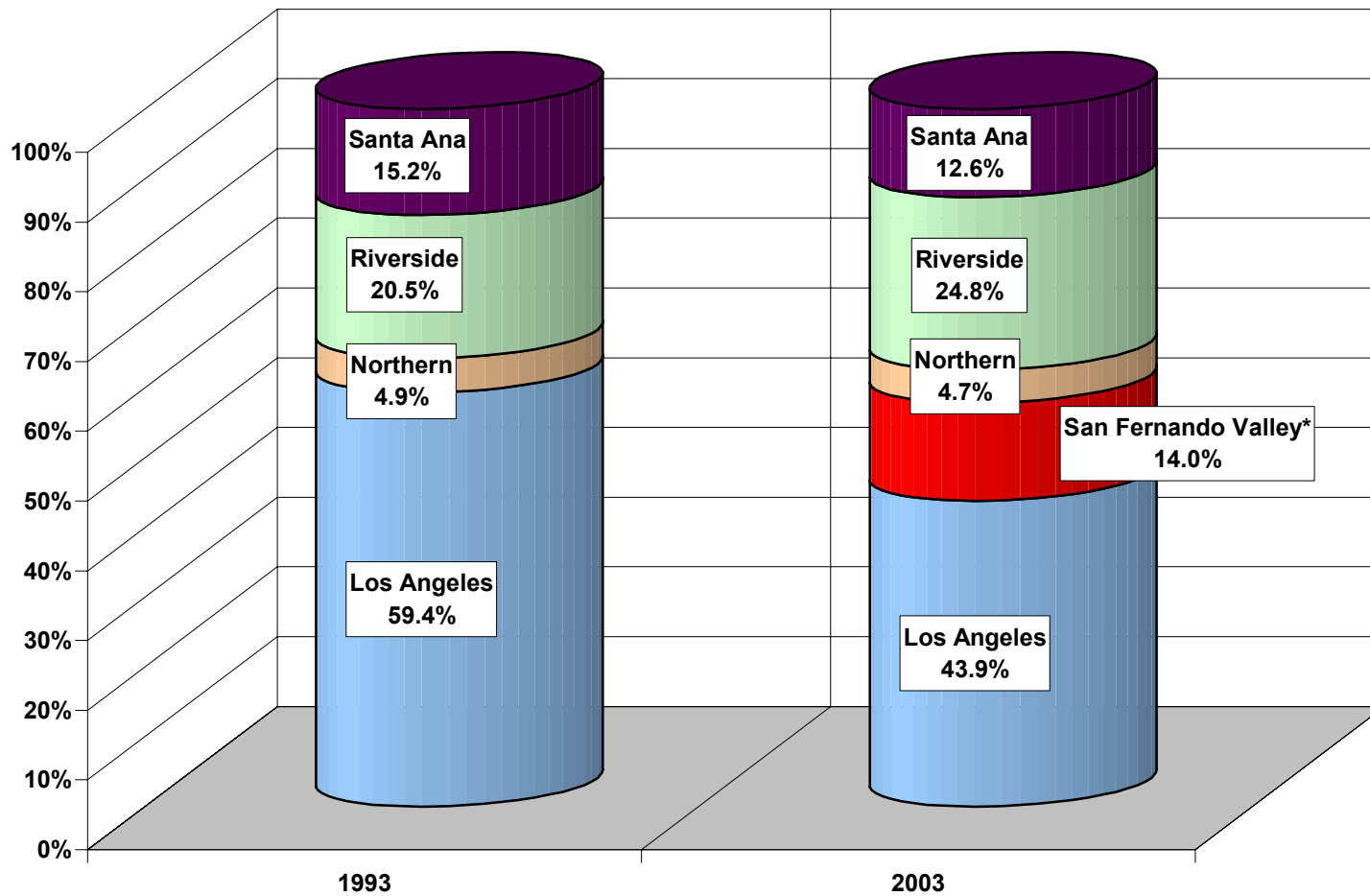
Exhibit 10  
MONTHLY CLOSING PERFORMANCE - CASE FILINGS : 1999-2003 (ADJ. FOR 4-MONTH CLOSING LAG)  
Central District of California



**Exhibit 11**  
**Central District of California**  
**Comparison of Bankruptcy Case Closings to Filings: 2003**

| Chapter                             | Total Filed   | Total Closed  | Difference   | Ratio (Closings/Filings) |
|-------------------------------------|---------------|---------------|--------------|--------------------------|
| <b>DISTRICT</b>                     |               |               |              |                          |
| 7                                   | 64,212        | 69,616        | 5,404        | 1.08                     |
| 11                                  | 355           | 362           | 7            | 1.02                     |
| 12                                  | 8             | 2             | -6           | 0.25                     |
| 13                                  | 10,018        | 11,873        | 1,855        | 1.19                     |
| <b>Total</b>                        | <b>74,593</b> | <b>81,853</b> | <b>7,260</b> | <b>1.10</b>              |
| <b>LOS ANGELES DIVISION</b>         |               |               |              |                          |
| 7                                   | 28,236        | 30,697        | 2,461        | 1.09                     |
| 11                                  | 137           | 156           | 19           | 1.14                     |
| 12                                  | 0             | 1             | 1            | N/A                      |
| 13                                  | 4,351         | 4,679         | 328          | 1.08                     |
| <b>Total</b>                        | <b>32,724</b> | <b>35,533</b> | <b>2,809</b> | <b>1.09</b>              |
| <b>RIVERSIDE DIVISION</b>           |               |               |              |                          |
| 7                                   | 15,196        | 16,633        | 1,437        | 1.09                     |
| 11                                  | 64            | 44            | -20          | 0.69                     |
| 12                                  | 2             | 1             | -1           | N/A                      |
| 13                                  | 3,249         | 3,962         | 713          | 1.22                     |
| <b>Total</b>                        | <b>18,511</b> | <b>20,640</b> | <b>2,129</b> | <b>1.12</b>              |
| <b>SANTA ANA DIVISION</b>           |               |               |              |                          |
| 7                                   | 8,625         | 9,249         | 624          | 1.07                     |
| 11                                  | 70            | 89            | 19           | 1.27                     |
| 12                                  | 0             | 0             | 0            | N/A                      |
| 13                                  | 705           | 1,003         | 298          | 1.42                     |
| <b>Total</b>                        | <b>9,400</b>  | <b>10,341</b> | <b>941</b>   | <b>1.10</b>              |
| <b>NORTHERN DIVISION</b>            |               |               |              |                          |
| 7                                   | 3,247         | 3,412         | 165          | 1.05                     |
| 11                                  | 32            | 23            | -9           | 0.72                     |
| 12                                  | 6             | 0             | -6           | N/A                      |
| 13                                  | 222           | 330           | 108          | 1.49                     |
| <b>Total</b>                        | <b>3,507</b>  | <b>3,765</b>  | <b>258</b>   | <b>1.07</b>              |
| <b>SAN FERNANDO VALLEY DIVISION</b> |               |               |              |                          |
| 7                                   | 8,908         | 9,625         | 717          | 1.08                     |
| 11                                  | 52            | 50            | -2           | 0.96                     |
| 12                                  | 0             | 0             | 0            | N/A                      |
| 13                                  | 1,491         | 1,899         | 408          | 1.27                     |
| <b>Total</b>                        | <b>10,451</b> | <b>11,574</b> | <b>1,123</b> | <b>1.11</b>              |

**Exhibit 12**  
**PERCENT OF BANKRUPTCY FILINGS BY DIVISION\***  
Central District of California



\* The San Fernando Division separated from the Los Angeles Division in 1994.

**Exhibit 13  
CENTRAL DISTRICT OF CALIFORNIA  
Comparison of Bankruptcy Filings  
2002 vs. 2003**

| Chapter                             | 2002   | 2003   | % Chg  |
|-------------------------------------|--------|--------|--------|
| <b>DISTRICT</b>                     |        |        |        |
| <b>7</b>                            | 69,228 | 64,212 | -7.2%  |
| <b>11</b>                           | 474    | 355    | -25.1% |
| <b>13</b>                           | 13,617 | 10,018 | -26.4% |
| <b>Total</b>                        | 83,319 | 74,585 | -10.5% |
| <b>LOS ANGELES DIVISION</b>         |        |        |        |
| <b>7</b>                            | 30,379 | 28,236 | -7.1%  |
| <b>11</b>                           | 175    | 137    | -21.7% |
| <b>13</b>                           | 6,221  | 4,351  | -30.1% |
| <b>Total</b>                        | 36,775 | 32,724 | -11.0% |
| <b>RIVERSIDE DIVISION</b>           |        |        |        |
| <b>7</b>                            | 16,837 | 15,196 | -9.7%  |
| <b>11</b>                           | 67     | 64     | -4.5%  |
| <b>13</b>                           | 4,177  | 3,249  | -22.2% |
| <b>Total</b>                        | 21,081 | 18,509 | -12.2% |
| <b>SANTA ANA DIVISION</b>           |        |        |        |
| <b>7</b>                            | 8,960  | 8,625  | -3.7%  |
| <b>11</b>                           | 138    | 70     | -49.3% |
| <b>13</b>                           | 914    | 705    | -22.9% |
| <b>Total</b>                        | 10,012 | 9,400  | -6.1%  |
| <b>NORTHERN DIVISION</b>            |        |        |        |
| <b>7</b>                            | 3,518  | 3,247  | -7.7%  |
| <b>11</b>                           | 27     | 32     | 18.5%  |
| <b>13</b>                           | 306    | 222    | -27.5% |
| <b>Total</b>                        | 3,851  | 3,501  | -9.1%  |
| <b>SAN FERNANDO VALLEY DIVISION</b> |        |        |        |
| <b>7</b>                            | 9,534  | 8,908  | -6.6%  |
| <b>11</b>                           | 67     | 52     | -22.4% |
| <b>13</b>                           | 1,999  | 1,491  | -25.4% |
| <b>Total</b>                        | 11,600 | 10,451 | -9.9%  |

**Exhibit 14  
CENTRAL DISTRICT OF CALIFORNIA  
Comparison of Bankruptcy Closings  
2002 vs. 2003**

| Chapter                             | 2002   | 2003   | % Chg  |
|-------------------------------------|--------|--------|--------|
| <b>DISTRICT</b>                     |        |        |        |
| <b>7</b>                            | 71,017 | 69,616 | -2.0%  |
| <b>11</b>                           | 388    | 362    | -6.7%  |
| <b>13</b>                           | 13,871 | 11,873 | -14.4% |
| <b>Total</b>                        | 85,276 | 81,851 | -4.0%  |
| <b>LOS ANGELES DIVISION</b>         |        |        |        |
| <b>7</b>                            | 31,220 | 30,697 | -1.7%  |
| <b>11</b>                           | 147    | 156    | 6.1%   |
| <b>13</b>                           | 6,014  | 4,679  | -22.2% |
| <b>Total</b>                        | 37,381 | 35,532 | -4.9%  |
| <b>RIVERSIDE DIVISION</b>           |        |        |        |
| <b>7</b>                            | 17,063 | 16,633 | -2.5%  |
| <b>11</b>                           | 64     | 44     | -31.3% |
| <b>13</b>                           | 4,119  | 3,962  | -3.8%  |
| <b>Total</b>                        | 21,246 | 20,639 | -2.9%  |
| <b>SANTA ANA DIVISION</b>           |        |        |        |
| <b>7</b>                            | 9,176  | 9,249  | 0.8%   |
| <b>11</b>                           | 91     | 89     | -2.2%  |
| <b>13</b>                           | 1,282  | 1,003  | -21.8% |
| <b>Total</b>                        | 10,549 | 10,341 | -2.0%  |
| <b>NORTHERN DIVISION</b>            |        |        |        |
| <b>7</b>                            | 3,646  | 3,412  | -6.4%  |
| <b>11</b>                           | 23     | 23     | 0.0%   |
| <b>13</b>                           | 378    | 330    | -12.7% |
| <b>Total</b>                        | 4,047  | 3,765  | -7.0%  |
| <b>SAN FERNANDO VALLEY DIVISION</b> |        |        |        |
| <b>7</b>                            | 9,912  | 9,625  | -2.9%  |
| <b>11</b>                           | 63     | 50     | -20.6% |
| <b>13</b>                           | 2,078  | 1,899  | -8.6%  |
| <b>Total</b>                        | 12,053 | 11,574 | -4.0%  |

\* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division and returned to the Riverside Division in April 1998.



**Exhibit 15**

**Central District of California  
Comparison of Adversary Proceedings Filed and Closed: 1999-2003**

| <b>Year</b>                         | <b>Filed</b> | <b>% chg</b> | <b>Closed</b> | <b>% chg</b> | <b>Ratio<br/>(Closings/Filings)</b> |
|-------------------------------------|--------------|--------------|---------------|--------------|-------------------------------------|
| <b>DISTRICT</b>                     |              |              |               |              |                                     |
| 1999                                | 5,462        | -7.7%        | 6,425         | -17.7%       | 1.18                                |
| 2000                                | 4,601        | -15.8%       | 5,273         | -17.9%       | 1.15                                |
| 2001                                | 3,996        | -13.1%       | 4,484         | -15.0%       | 1.12                                |
| 2002                                | 5,776        | 44.5%        | 4,821         | 7.5%         | 0.83                                |
| 2003                                | 6,154        | 6.5%         | 5,129         | 6.4%         | 0.83                                |
| <b>LOS ANGELES DIVISION</b>         |              |              |               |              |                                     |
| 1999                                | 2,485        | -6.8%        | 3,049         | 19.4%        | 1.23                                |
| 2000                                | 2,182        | -12.2%       | 2,360         | -22.6%       | 1.08                                |
| 2001                                | 1,754        | -19.6%       | 2,044         | -13.4%       | 1.17                                |
| 2002                                | 2,245        | 28.0%        | 2,131         | 4.3%         | 0.95                                |
| 2003                                | 1,987        | -11.5%       | 1,957         | -8.2%        | 0.98                                |
| <b>RIVERSIDE DIVISION</b>           |              |              |               |              |                                     |
| 1999                                | 768          | -8.8%        | 910           | 5.1%         | 1.18                                |
| 2000                                | 699          | -9.0%        | 854           | -6.2%        | 1.22                                |
| 2001                                | 618          | -11.6%       | 652           | -23.7%       | 1.06                                |
| 2002                                | 700          | 13.3%        | 607           | -6.9%        | 0.87                                |
| 2003                                | 1,317        | 88.1%        | 821           | 35.3%        | 0.62                                |
| <b>SANTA ANA DIVISION</b>           |              |              |               |              |                                     |
| 1999                                | 1,101        | 16.3%        | 975           | -32.2%       | 0.89                                |
| 2000                                | 814          | -26.1%       | 942           | -3.4%        | 1.16                                |
| 2001                                | 719          | -11.7%       | 837           | -11.1%       | 1.16                                |
| 2002                                | 1,222        | 70.0%        | 968           | 15.7%        | 0.79                                |
| 2003                                | 2,015        | 64.9%        | 1,216         | 25.6%        | 0.60                                |
| <b>NORTHERN DIVISION</b>            |              |              |               |              |                                     |
| 1999                                | 261          | -21.6%       | 370           | -17.4%       | 1.42                                |
| 2000                                | 174          | -33.3%       | 256           | -30.8%       | 1.47                                |
| 2001                                | 160          | -8.0%        | 151           | -41.0%       | 0.94                                |
| 2002                                | 304          | 90.0%        | 157           | 4.0%         | 0.52                                |
| 2003                                | 332          | 9.2%         | 234           | 49.0%        | 0.70                                |
| <b>SAN FERNANDO VALLEY DIVISION</b> |              |              |               |              |                                     |
| 1999                                | 847          | -15.1%       | 1,121         | -11.7%       | 1.32                                |
| 2000                                | 732          | -13.6%       | 854           | -23.8%       | 1.17                                |
| 2001                                | 745          | 1.8%         | 800           | -6.3%        | 1.07                                |
| 2002                                | 1,305        | 75.2%        | 958           | 19.8%        | 0.73                                |
| 2003                                | 503          | -61.5%       | 901           | -5.9%        | 1.79                                |

**Exhibit 16**  
**Central District of California**

**Pending Bankruptcy Caseload by Division: 1999-2003\***

| <b>Year</b>                         | <b>Ch 7</b> | <b>% Chg</b> | <b>Ch 11</b> | <b>% Chg</b> | <b>Ch 13</b> | <b>% Chg</b> | <b>Total*</b> |
|-------------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|---------------|
| <b>D I S T R I C T</b>              |             |              |              |              |              |              |               |
| 1999                                | 30,210      | -21.90%      | 894          | -24.10%      | 20,628       | -2.80%       | 51,732        |
| 2000                                | 24,093      | -37.70%      | 984          | -16.50%      | 18,436       | -13.20%      | 43,517        |
| 2001                                | 26,471      | 9.90%        | 1,053        | 7.00%        | 18,471       | 0.20%        | 46,001        |
| 2002                                | 25,913      | -2.10%       | 964          | -8.50%       | 16,830       | -8.90%       | 43,707        |
| 2003                                | 21,997      | -15.1%       | 889          | -7.8%        | 14,656       | -12.9%       | 37,542        |
| <b>LOS ANGELES DIVISION</b>         |             |              |              |              |              |              |               |
| 1999                                | 12,706      | -13.40%      | 310          | -29.10%      | 9,404        | -5.20%       | 22,420        |
| 2000                                | 10,217      | -30.40%      | 311          | -28.80%      | 7,597        | -23.40%      | 18,035        |
| 2001                                | 11,337      | 11.00%       | 396          | 27.30%       | 7,531        | -0.90%       | 19,264        |
| 2002                                | 10,696      | -5.70%       | 340          | -14.10%      | 6,829        | -9.30%       | 17,865        |
| 2003                                | 8,847       | -17.3%       | 300          | -11.8%       | 6,375        | -6.6%        | 15,522        |
| <b>RIVERSIDE DIVISION</b>           |             |              |              |              |              |              |               |
| 1999                                | 6,762       | -31.90%      | 102          | -6.40%       | 5,027        | 3.40%        | 11,891        |
| 2000                                | 5,638       | -16.60%      | 127          | 24.50%       | 4,737        | -5.80%       | 10,504        |
| 2001                                | 6,339       | 12.40%       | 117          | -7.90%       | 5,288        | 11.60%       | 11,747        |
| 2002                                | 6,577       | 3.80%        | 88           | -24.80%      | 5,113        | -3.30%       | 11,778        |
| 2003                                | 5,541       | -15.8%       | 96           | 9.1%         | 4,276        | -16.4%       | 9,913         |
| <b>SANTA ANA DIVISION</b>           |             |              |              |              |              |              |               |
| 1999                                | 4,720       | -14.40%      | 258          | -22.30%      | 2,437        | -13.00%      | 7,415         |
| 2000                                | 3,653       | -22.60%      | 290          | 12.40%       | 2,239        | -8.10%       | 6,183         |
| 2001                                | 3,793       | 3.80%        | 318          | 9.70%        | 1,881        | -16.00%      | 5,993         |
| 2002                                | 3,797       | 0.10%        | 337          | 6.00%        | 1,455        | -22.60%      | 5,590         |
| 2003                                | 3,349       | -11.8%       | 314          | -6.8%        | 1,155        | -20.6%       | 4,818         |
| <b>NORTHERN DIVISION</b>            |             |              |              |              |              |              |               |
| 1999                                | 1,626       | -39.10%      | 63           | -35.10%      | 769          | -10.80%      | 2,458         |
| 2000                                | 1,210       | -25.60%      | 57           | -9.50%       | 710          | -7.70%       | 1,978         |
| 2001                                | 1,316       | 8.80%        | 62           | 8.80%        | 643          | -9.40%       | 2,023         |
| 2002                                | 1,274       | -3.20%       | 60           | -3.20%       | 512          | -20.40%      | 1,846         |
| 2003                                | 1,166       | -8.5%        | 59           | -1.7%        | 389          | -24.0%       | 1,614         |
| <b>SAN FERNANDO VALLEY DIVISION</b> |             |              |              |              |              |              |               |
| 1999                                | 4,396       | -25.00%      | 161          | -20.70%      | 2,991        | 7.20%        | 7,548         |
| 2000                                | 3,465       | -21.20%      | 199          | 23.60%       | 3,153        | 5.40%        | 6,817         |
| 2001                                | 3,686       | 6.40%        | 160          | -19.60%      | 3,128        | -0.80%       | 6,974         |
| 2002                                | 3,569       | -3.20%       | 139          | -13.10%      | 2,921        | -6.60%       | 6,629         |
| 2003                                | 3,094       | -13.3%       | 120          | -13.7%       | 2,461        | -15.7%       | 5,675         |

\* Does not include Chapters 9 or 12.

For additional information regarding this report or the Bankruptcy Court for the Central District of California, you may contact the senior staff of the Clerk's Office.

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